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CITY OF CONCORD

FY 2016 Annual Report



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CONCORD, NH



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City of Concord, New Hampshire Mayor and City Council

MAYOR

James Bouley

COUNCILORS AT LARGE

Mark Coen

Amanda Grady Sexton

Fred Keach

Stephen Shurtleff

WARD COUNCILORS

Ward One

Brent Todd

Ward Two

Allan Herschlag

Ward Three

Jennifer Kretovic

Ward Four

Byron Champlin

Ward Five

Robert Werner

Ward Six

Linda Kenison

Ward Seven

Keith Nyhan

Ward Eight

Gail Matson

Ward Nine

Candace CW Bouchard

Ward Ten

Dan St. Hilaire

CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings, no recessed meetings and three special meetings and passed 15 ordinances, 72 resolutions and adopted a \$58 million General Fund, twelve-month budget covering the fiscal year 7/1/2015 to 6/30/2016.

2016-2017 Priorities

1. Balanced Budget Issues: Fiscal Year 2017 and Fiscal Year 2018
 - Collective Bargaining/Contract Negotiations
 - Health Insurance Costs
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Information, Marketing and Communications
4. Public Safety Work & Continued Support of Social Safety Network
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities

Projects

1. Main Street Complete Streets Project
2. City-wide Multi-Generational Community Center
3. Sustainability: Municipal Facilities & Recreational Assets & Northern Pass
4. Opportunity Corridor Economic Development Initiatives
 - South Main Street
 - Penacook Village
 - Downtown 2nd and 3rd Floor Redevelopment
 - North Central Corridor/Storrs Street Connection & South End Rail Yard

Ongoing Initiatives

1. Sewalls Falls Bridge
2. Major Transportation Corridor Improvements – Loudon Road
3. Create and Expand Partnerships (particularly in regards to Recreation and Economic Development Opportunities)
4. Creative Economy Work
5. Continue Expanded Neighborhood Street Improvement Program

City of Concord Boards and Commissions

*To view members, staff contact and the authority of boards and commission please visit our website at concordnh.gov.

Airport Advisory Committee
Board of Assessors
Board of Ethics
Board of Health
Board of Revision of Assessment
Building Board of Appeals
Community Development Advisory Committee
Concord Housing & Redevelopment Authority
Concord Steering Committee to End Homelessness
Conservation Commission
Contoocook River Local Advisory Committee
Demolition Review Committee
Design Review Committee
Economic Development Advisory Council
Energy & Environment Advisory Committee
Everett Arena Advisory Committee
Facilities Naming Committee
False Alarm Appeals Board
Fiscal Policy Advisory Committee
Golf Course Advisory Committee
Gully Hill Easement Committee
Heritage Commission
Impact Fee Committee
Joint City/School Committee on Cooperation
Library Board of Trustees
Licensing Board
Main Street Committee
Municipal Housing Commission
New Hampshire Rail Transit Authority
North End Opportunity Corridor TIF District Advisory Board
Northern Pass Committee
Parking Committee
Penacook Village Tax Increment Finance District Advisory Board
Personnel Appeals Board
Planning Board
Poles and Wires Committee
Public Safety Board
Recreation and Parks Advisory Committee
Regional Planning Commission
Rules Committee
Sears Block Tax Increment Advisory Committee
Solid Waste Advisory Committee
State-Capitol Region Planning Commission
Tax Exemption Policy Committee
Taxicab Licensing Board
Technical Review Committee

TPAC – Bicycle and Pedestrian Subcommittee
 TPAC – Public Transportation Subcommittee
 Traffic Operations Committee
 Transportation Policy Advisory Committee (TPAC)
 Trustees of Trust Funds
 Upper Floor Development Committee
 Upper Merrimack River Local Advisory Committee
 Utility Appeals Board
 Zoning Board of Adjustment



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Architectural Design Review	Planning Division		225-8515
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Budget	Finance – OMB		225-8582
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Business Development	Community Development Department		225-8595
Business Licenses	Code Administration		225-8580
Cemetery Information	Parks & Recreation Department – Blossom Hill Cemetery		225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	Parks & Recreation Department		225-8690
City Clerk	City Clerk's Office		225-8500
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Code Administration		225-8580
Community Centers	Parks & Recreation Department		225-8690
Community Development	Community Development Department		225-8595
Community Gardens on Clinton Street		NH Division of Forests and Lands	271-3456

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400
Crime Prevention	Police Department		225-8600
Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
Economic Development	Community Development		225-8595
East Concord Community Center	Parks & Recreation Department		225-8690
Elderly Exemptions	Assessing Department		225-8550

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Elections Information	City Clerk's Office		225-8500
Employment with the City	Human Resources Department		225-8535
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department	Finance Department		225-8581
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651
Food Service Licensing and Inspection	Code Administration		225-8580
Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Parks & Recreation Department		225-8690

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Grounds Maintenance Park Maintenance	Parks & Recreation Department		225-8690
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Parks & Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Resources Department	Human Resources Department		225-8535
Human Services	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		230-3909
Job Openings	Human Resources Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/ Transfer Station	General Services Department	Casella	224-0890
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code	Fire Department		225-8650
Marriage Certificates/ Licenses, Ceremonies	City Clerk's Office		225-8500
Memorial Field – Scheduling	Parks & Recreation Department		225-8690
Memorial Field – Maintenance	Parks & Recreation Department		225-8690
Merrimack Valley School District		Superintendent's Office	753-6561
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department	Casella	224-0890
Parking	Police Department		225-8600
Parks & Recreation	Parks & Recreation Department		225-8690
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Penacook Branch Library	Penacook Library		753-4441
Planning Board	Planning Division		225-8515
Playground Maintenance	Parks & Recreation Department		225-8690
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Prosecutor's Office	Legal Department		230-4990
Public Health	Code Administration		225-8580
Public Properties	General Services Department		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation	Parks & Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580
RV Waste Disposal	General Services Department – Wastewater Division		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Concord Merrimack Valley	225-0811 753-6561
Septage Waste Disposal	General Services Department		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services Department		228-2737
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street of Traffic	General Services Department		228-2737
Site Plan Regulations, Applications and Conditional Use Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		225-8693
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580
Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600
Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning Division		225-8515
Subdivision Regulations Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Parks & Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/ Lessons	Parks & Recreation Department		225-8690
Tennis Courts/Maintenance	Parks & Recreation Department		225-8690
Tire Recycling	Concord Transfer Station - Landfill	Casella	224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trails	Planning Division		225-8515
Trash Collection	General Services Department		228-2737
Tree Branches	General Services Department		228-2737
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Veterans Tax Credits	Assessing Department		225-8550
Voluntary Lot Mergers	Planning Division		225-8515
Wastewater Treatment Plant (Hall Street)	General Services Department		225-8691

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Water/Sewer Bills	General Services Department		225-8693
Water Treatment Plant	General Services Department		225-8696
Welfare	Human Services Department		225-8575
West Street Ward House	Parks & Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Thomas J. Aspell, Jr 225-8570

ASSESSING

Director of Real Estate Assessments Kathryn Temchack 225-8550

COMMUNITY DEVELOPMENT

Deputy City Manager-Development Carlos P. Baia 225-8595

Code Administrator Michael Santa 225-8580

City Engineer Ed Roberge 225-8520

City Planner – Nancy Larson 225-8515

FINANCE

Deputy City Manager-Finance Brian LeBrun 225-8570

Assistant Finance Director Katherine Graff 225-8581

Office of Management & Budget Robert McManus 225-8582

Purchasing Manager Douglas Ross 225-8530

Treasurer Michael Jache 225-8540

FIRE

Chief Dan Andrus 225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley 228-2737

Highways Wastewater Treatment Airport

Sidewalks Equipment Services

Snow and Ice Control Public Properties

Street Cleaning Water Supply

Storm Sewer Municipal Complex

Solid Waste Operation and Maintenance Facility

HUMAN RESOURCES

Director Jennifer Johnston 225-8535

HUMAN SERVICES, 28 Commercial Street

Director Jacqueline Whatmough 225-8575

INFORMATION SERVICES

Director Edward Drouse 225-8597

LEGAL

City Solicitor Jim Kennedy 225-8505

Deputy City Solicitor Danielle Pacik 230-3677

LIBRARY, 45 Green Street

Director Todd Fabian 225-8670

POLICE, 35 Green Street

Chief Bradley Osgood 225-8600

RECORDS

City Clerk Janice Bonenfant 225-8500

RECREATION

Director David Gill 225-8690

ASSESSING DEPARTMENT

The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well-run organization that is fiscally responsible and sensitive to the public's needs.

Facts and Figures

Building permits measured/listed	388
Sales reviews conducted	643
Deed changes processed	571
New parcel reviews conducted	16
New construction reviews conducted	28
Appeals: BTLA & Superior Court	25
Equalization Ratio	97.9%
Net Tax Base Value for Tax Rate Setting	\$3,853,334,193

Assessing Department figures are based upon the Tax Year, April 1, 2015-March 31, 2016.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well-coordinated, timely, predictable and cost efficient and effective manner.

Notable

Administration

Public Outreach

- The Community Development Administration Division continued its public outreach through staff participation on the CRDC Board of Directors and the Chamber Local Government Affairs Committee. Staff also coordinated the Livability Day for the Greater Concord Leadership Program and made presentations to a variety of World Affairs Council delegations.
- CD – Administration coordinated staff support for the Northern Pass Committee and the Economic Development Advisory Council (EDAC).
- CD-Administration represented the City on the Welcoming Concord Steering Committee.
- CD-Administration represented the City on NH Rail Transit Authority.
- CD-Administration represented the City as President of the Municipal Management Association of New Hampshire and Vice President of the International City/County Management Association and board member on the International Hispanic Network.

Economic Development

- Staff continued its business visitation program.
- CD Administration prepared the budget and job description for the Economic Development Director position and secured the executive recruitment firm of Colin Baenziger and Associates.

Regulatory Improvements

- CD-Administration, in conjunction with the Legal Department, implemented removal of the requirement for permits for special events on private, residential property.

Building and Code Division

- The Code Administration staff completed plan reviews and inspections for 523 Building Permits supported by 757 structural inspections with a construction value of \$100,573,709; 662 Electrical Permits were issued supported by 735 inspections; 719 Mechanical Permits were issued supported by 684 inspections; 288 Plumbing Permits were issued supported by 484 inspections; and 24 Demolition Permits were issued. The Health and Licensing staff issued 948 health licenses and permits. Zoning Administration staff prepared for 53 Zoning Board of Adjustment appeals this year compared to 40 the previous year. This year's significant projects were the Cobblestone Pointe, a 140-unit over fifty-five community, the renovations of St. Paul's Hargate building, the renovation of the Remi Block creating 20 units of housing, and the State Women's Prison.

Engineering Division

The Engineering Services Division completed a number of major projects and program initiatives throughout 2015/2016, including major traffic and transportation design projects, and water and sewer utility projects. Engineering staff continued to provide support for the Transportation Policy Advisory Committee and its technical subcommittees on pedestrian, bicycling, public transit, and traffic operations.

Major Engineering Programs and Initiatives

The Engineering Services Division continued its efforts on a number of major engineering programs and initiatives including the implementation of the GIS Master Plan, development of a multi-year digital tax map system update program, and continued review of development and permit regulations and standards. Particular focus was given to the growing number of stormwater drainage and piping system failures throughout the community.

- With respect to the GIS Master Plan, Engineering staff continues to update and expand the City's comprehensive GIS system, including water systems, sanitary sewer and storm systems, drainage systems, as well as other municipal infrastructure to provide the required asset reporting information for Finance.
- GIS staff and interns continue to update water, sewer, and storm drain service records including updating system databases and incorporating detailed record drawings of utility type, age, size, material, and location into the GIS system. In 2016, the GIS intern team particularly focused on street sign inventory of sign type, construction, location, and condition for asset management.
- The Engineering Division, in conjunction with the Planning and Assessing Divisions, completed the third phase and began the fourth phase of the Digital Tax Mapping project. The fourth phase of the comprehensive project focuses on approximately 3,453 parcels in the easterly half of the city, generally bounded by I-93 in the west and Loudon Road/Pembroke Road in the south.
- Engineering continued the development of new and/or revised design, development, and construction standards relating to drainage design, stormwater management, street construction and street acceptance standards, as well as digital plan submission

standards. All of these being required elements of site plan and subdivision plan submissions.

- In an effort to provide support to other departments and divisions, Engineering staff conducted numerous site visits to determine the location and/or status of public right-of-way lines for development issues, right-of-way encroachments, and potentially hazardous street trees.
- Engineering staff coordinated and conducted the Webster and Boscawen town line perambulations pursuant to NH RSA 51:2.
- In 2016, engineering staff continued to support several mobile device applications for General Services' field crews. General Services' water, sewer, highway crews, and on-call staff members now rely on their iPads for looking up utility network information and recording maintenance and inspection work.

Community Development Department Permit Tracking Software

The Engineering Division continues its use of the Permit Tracking system and its efforts to develop performance baseline standards for timeliness and responsiveness of the development plan review process as well as construction inspection. Staff of Engineering, Planning, and Code Administration all use the integrated system proficiently and have advanced the electronic certificate of occupancy permit capability, thus streamlining efforts for the development community.

Transportation Policy Advisory Committee Initiatives

- Engineering staff continues to support the Transportation Policy Advisory Committee (TPAC) and its technical subcommittees focused on supporting various areas of transportation. The committee and subcommittees meet monthly and are open to the public. The subcommittees include: the Bicycling & Pedestrian Subcommittee, Public Transit Subcommittee and the Traffic Operations Committee.
- As one of City Council's top priorities, the Engineering Division continues its efforts in developing a comprehensive traffic and transportation engineering program. The City's Traffic Engineer continues to focus on developing traffic and transportation related policies as well as focusing on neighborhood traffic issues, in addition to the daily demands of traffic data collection, operational analysis, and response improvement. The Traffic Engineer chairs the city's Traffic Operations Committee and provides primary engineering support for the full TPAC and the Parking Committee.
- In an effort to identify and evaluate the city's high frequency and high severity accident intersections and corridors, the Traffic Operations Committee (TOC) continues to coordinate staff review of accident "Hot Spots" community-wide on a monthly basis. The TOC, through the support of the Concord Police Department, provides accident data used to develop accident "Hot Spots" locations for further review. Crash patterns are investigated and determined at high accident locations to identify safety problems and potential solutions. The TOC will continue its focus on capital projects by specifically targeting critical traffic corridors such as Loudon Road, Manchester Street, North State Street, Main Street, Fisherville Road, Village Street, and Langley Parkway.
- Engineering staff continues to support neighborhood traffic inquiries from residents through the Traffic Operations Committee (TOC). The TOC met monthly throughout 2014/2015.
- Engineering staff continues to coordinate with General Services' and NHDOT's street repaving efforts to enable a redesign of street pavement markings to include bicycle lanes.

Major Transportation Improvement Projects

Engineering Services was active on a number of major transportation improvement projects and corridor studies throughout 2015/2016.

- In 2015, with delays in federal funding commitments, City Council reconsidered the alternatives for design of the Loudon Road Corridor Safety Improvement Project (CIP 19). Engineering staff completed a detailed alternative analysis comparing a 3-lane conversion project to a 4-lane access management project. Following public review and a Council public hearing in 2016, City Council opted to pursue the 4-lane access management alternative. Construction of the Loudon Road project is currently scheduled in 2017.
- Through 2015/2016, engineering staff managed the completion of the Phase 6 improvements to Village Street from Stark Street to Borough Road, part of the US Route 3 Corridor (North) project (CIP 35). This concludes the 6-phase, multi-year project where 6.5 miles of the US Route 3 corridor from Penacook Street in the south to the Boscawen Town Line in the north was reconstructed.
- In early 2015, design for the Sewalls Falls Bridge Replacement Project (CIP 22) was completed and advertised for bidding. Construction began in September 2015 and continued through mid-2016. The bridge is scheduled to be open to traffic in early November 2016.
- Originally identified in 2007, the Exit 16/Mountain Road/Shawmut Street Roundabout was deferred in the CIP until FY2016. Final design of the intersection improvement project was completed in mid-2016 and advertised for bidding. Construction is expected to be completed by mid-2017.

Major Infrastructure Improvement Projects

- Engineering staff coordinated the design and construction of major intersection projects, airport projects, water and sewer utility projects, and stormwater projects.
- Engineering staff completed the design and construction administration of several major water, sewer and storm drain utility projects, including the replacement of the water main on South Main Street at Exit 12 over I-93; New Hampshire Department of Transportation bridge replacement project complete with a heat trace system; the design of 4,500 feet of water main replacement on Community Drive, Walnut Street, Cross Street, Rolfe Street, Allen Street, and Rockland Road; relayed 900 feet of sanitary sewer main between Abbott and Manor Road; installed 700 feet of new sanitary sewer main by 88 Village Street; and extended 12-inch sanitary sewer on Fisherville Road from Manor Road to 190 Fisherville Road. With the increase in frequency of extreme rainfall as noted by the Northeast Regional Climate Center, Engineering has placed more focus on remediating and preventing further damage along many of the stream courses throughout the City. Engineering is processing CIP 83, Areas A and B, which will address erosion along a number of storm drain outlet channels along North State Street. The erosion along these channels is jeopardizing the sewer systems which run from North State Street to the interceptor by exposing and undermining the sewer mains which run parallel to the channels. These projects will also reestablish access to the area for future maintenance of the sewer and storm drain systems.
- An Aquatic Resources Mitigation (ARM) Application to assist with the funding of the culvert under Portsmouth Street, CIP 83, was submitted by Engineering to NHDES for consideration. Portsmouth Street was overtopped by Mill Brook in 2006 and 2007. The existing culvert is undersized and is proposed to be replaced with a concrete box culvert with 50% of the funds being provided by the ARM grant (if awarded). The project will also improve the pedestrian connection between the trailhead parking and adjacent trails with the construction of a gravel path adjacent to the street over Mill Brook.

- Construction on the Downtown Complete Streets Improvement Project (CIP 460) began in September 2014 and continued through mid-2016. The TIGER Grant supported multi-year, phased project is transforming the Concord downtown by enhancing access, mobility, and place. In April 2016, City Council appropriated funds to place aerial utilities along a portion of South Main Street underground. Construction is expected to be substantially complete in November 2016.

Municipal Airport Projects

The City entered into an agreement with Federal Aviation Administration to design and install frangible mounts on the Localizer located north of Runway 17/35.

Community Development Project Inspection Program

- In its ninth year, the Community Development Project Inspection Program continues to provide excellent inspection services at cost effective rates to the development community. The special revenue fund remains in a strong position financially. Since its inception with the purpose of replacing expensive, outsourced inspection services, Engineering's staff inspectors have saved the development community tens of thousands of dollars in fees. Engineering staff provided inspection services on some 26 private development projects throughout 2015/2016.
- In addition to inspecting numerous private development projects, engineering staff has been following the construction of the new Women's Prison on North State Street.

Planning Division and Planning Board

- The Planning Division continued to provide staff support to the Planning Board, Conservation Commission, Heritage Commission and Architectural Design Review Committee, and to that end, during the fiscal year, the division staff attended and supported a total of 14 Planning Board meetings, 15 meetings of the Conservation Commission, 12 meetings of the Heritage Commission, and 12 meetings of the Architectural Design Review Committee. The division is responsible for the preparation of agendas, minutes, legal notices, and correspondence for these boards and committees.
- The Planning Division continued to provide processing, review, written reports and meeting presentations for applications to the Planning Board including 15 for Subdivisions, 21 for Site Plan Review, 15 for Conditional Use Permits, and 6 for Architectural Design Review approval, not including the numerous sign applications that are reviewed by the ADRC and Planning Board.
- The Planning Division staff continued to attend and provided support to the Traffic Operations Committee, the Transportation and Policy Advisory Committee, the Parks and Recreation Advisory Committee, the Trails Committee, the Energy Committee, the Mid State Regional Coordinating Council, the CNHRPC Technical Advisory Committee, the City/State Regional Planning Commission, and the Housing Committee.
- Planning staff continued to attend and providing support to the Bicycle and Pedestrian Subcommittee of TPAC (BP-TPAC). Staff continued to provide assistance to CNHRPC with the drafting of a Pedestrian Master Plan for the City, including assisting with several visioning meetings, and creating and presenting a slide show on streetscape types. Staff also assisted BP-TPAC by giving one of several guided tours of bicycle facilities for a visiting group, and planning for a bike demonstration project (projected to occur in FY 2017).
- Planning staff continued to attend and provide feedback regarding the Concord Area Transit-led process of acquiring new buses and facilitating conversations with General

Services' staff on how to collaborate with CAT and the subcommittee to improve snow clearing of transit stops.

- The Planning Division staff continued to assist the Conservation Commission with its land protection initiatives and open space management program.
- The Planning Division staff continued to assist the Heritage Commission drafting potential revisions to the Demolition Delay Ordinance. Staff also assisted with a CLG grant application to hire a consultant to have the Gas Holder building listed on the National Register of Historic Places. Staff support included writing the letter of interest, drafting the RFP, and outlining the scope of work. This project is anticipated to conclude in September 2017.
- The Planning Division continued to assist the Engineering Division in the Downtown Complete Street project, the Loudon Road - Road Diet project, and the proposed extension of Langley Parkway. The Planning Division prepared, and City Council adopted, an amendment to the cluster zoning ordinance allowing minor subdivisions to occur without the provision of an open space easement. Planning staff prepared, and City Council adopted, an amendment to the Zoning Ordinance making redevelopment easier for property owners not proposing new construction, by amending the "change of use" triggers for Site Plan review to be less restrictive.
- Planning staff prepared, and City Council adopted, an amendment to the Impact Fee Ordinance to add a category for Senior Housing under the Transportation Facilities Table, reducing traffic impact fees consistent with best practice standards for age restricted housing.
- Planning staff prepared, and City Council adopted, a change in the Zoning Map to rezone a portion of a property on Airport Road from Single Family Residential (RS) to Highway Commercial (CH), consistent with surrounding zoning, and allowing redevelopment of the property to occur with fewer or no variances.
- Planning staff prepared, and City Council adopted, an amendment to the provisions pertaining to carports to allow residents of mobile home parks greater flexibility to construct carports.
- Planning staff prepared, and Planning Board adopted, a number of Site Plan and Subdivision Regulation amendments to clarify application procedures and improve consistency with the New Hampshire RSAs.
- Planning staff continues to utilize the permit tracking software to maintain an accurate database of Planning Board applications and project status. Planning staff also assisted, along with other City departments, in the planning for new permit tracking software to improve file organization and collaboration with other departments on project management.
- Planning staff began a process of revising applications and Planning Board procedures to a digital format, reducing reliance on paper copies. Staff worked with the City Clerk's office to adapt the Planning Board agenda to the Granicus format, creating more consistency with agendas and procedures. This change has streamlined Planning Board meetings and dramatically reduced the amount of paper copies made for both Planning Board and Architectural Design Review Committee meetings. This process is ongoing.
- Planning staff worked with the City Council Street Tree Ad Hoc Committee to draft a street tree policy. The policy was presented to City Council and adopted in December 2015.
- Planning staff worked with the State of NH Administrative Services and designed a landscape plan for the State House gateway to be installed in FY2017.

- Planning staff applied for and received grant funds through two programs through the NH Department of Environmental Services. A grant for \$300,000 was awarded through the Aquatic Resources Mitigation Program, and a grant for \$20,000 was awarded through the Local Source Water Protection Program. The money will be appropriated to the Conservation Property Management Fund for the purchase of 117 acres of land within the Penacook Lake Watershed.

Conservation Commission

- The Conservation Commission continued to monitor city-held conservation easements and pursued corrective actions to resolve easement violations as needed.
- The Commission worked with the Trails Committee to evaluate trail locations in the Broken Ground area, and for connections between Swope Park and Winant Park. The Commission reviewed wetland permit applications from the New Hampshire Department of Environmental Services, as well as Conditional Use Permit applications submitted to the Planning Board that related to proposed impacts to the wetland, bluff, and shoreland protection buffers.
- The Conservation Commission held three public site visits. Conservation easements were proposed on two of the properties visited; the Commission walked the properties to observe current conditions. The third site visit was associated with a Conditional Use Permit application to observe conditions of a wetland buffer.
- The Commission reviewed the wetland permit and Site Evaluation Committee permit for the Northern Pass project. Commission members attended several public forums throughout the state. A Letter of Concern was filed with the SEC and DES. Additionally, information supporting the City's commitment to conservation and open space protection was submitted to the NH Association of Conservation Commissions for a joint filing from Commissions impacted by the Northern Pass route.
- The Commission drafted a Request for Proposals for an update to the Conservation Open Space Plan. The Commission reviewed proposals from five consultants and awarded the project in June 2016. The project will commence in FY 2017.
- The Commission worked with Five Rivers Conservation Trust to negotiate the acquisition of a conservation easement on agricultural land on Stickney Hill Road.

Forestry and Trails Program

- A timber sale was conducted on the Quarry Lot property under the forestry management plan. Additionally, a timber sale was conducted on the Penacook Lake watershed land to salvage timber following a forest fire that occurred in May 2015. A timber sale was also conducted on City forest land located off West Locke Road. This sale was to salvage timber from a stand of red pines that were infested with red pine scale. The Trails Subcommittee was officially created as a subcommittee of the Conservation Commission. Previously the committee was an informal group of volunteers. Fifteen members were appointed to the subcommittee by the Conservation Commission. A chair, vice chair, and secretary were voted in by the trails subcommittee. The Trails Subcommittee created a mission statement and established a series of goals to accomplish in 2016-2017.
- The Trails Subcommittee met monthly to coordinate trail maintenance and construction activities; various trail improvements were completed on conservation land.
- The Conservation Commission and Trails Committee completed construction on the trails connecting Marjory Swope Park and Carter Hill Orchard with the West End Farm Trail. A grand opening hike was co-hosted with Five Rivers Conservation Trust with 150 participants joining the hike.

- The Trails Subcommittee worked with an Eagle Scout to construct a bridge on the Carter Hill Orchard connector trail.
- The Conservation Commission and Trails Subcommittee finalized the alignment of the new Broken Ground Trails. Construction commenced in May 2015 with an anticipated completion date in October.

FINANCE DEPARTMENT

The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management, debt administration and budgeting. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

Notable

Office of Management and Budget Division

The Office of Management and Budget (OMB), codified in 2011, provides citywide comprehensive and consistent budgetary and analytical support. As part of OMB's launch, the budgeting process was re-designed for the intended purpose of relieving departments of some budget preparation responsibilities thus allowing them to focus more effort on their mission. OMB coordinates the development of the City's budget across 14 departments within nine operating funds plus capital improvement funds. The Office develops the salaries, benefits, and utility expense budgets for departments through close coordination with department heads. OMB also provides financial analysis to assist policy development, including the development of financial pro-forma statements and assists departments with the financial aspects of program development.

Treasury/Collection Division

The Collection Office processed over 44,000 motor vehicle registrations with over 90% of customers completing both city and state portion of the registration at City Hall. The property tax collection rate was 98.5% for the 2015 tax year compared to 98.7% for the 2014 tax year. The hours open to the public are 8:00 a.m. until 4:30 p.m. except Thursdays in which there are extended hours until 6:00 p.m. Staff serviced 757 customers in 2015 during the Thursday evening hours. The city maintains a strong bond rating with Moody's (Aa1) and Standard and Poor's (AA+).

Purchasing Division

The Purchasing Division, in conformance with the City Charter and ordinances, strives to:

- a. Provide optimal value for the taxpayer;
- b. Meet the needs of all city departments;
- c. Be responsive to and respectful of all customers;
- d. Encourage competition;
- e. Be fair, open, ethical and efficient

Working with city staff, the Purchasing Division has successfully negotiated the following contracts:

- a. **Energy Contracts.** Fixed price contracts for the supply of **electricity** for the City's 2 G1 (largest) accounts have been awarded to Constellation New Energy through 12/04/18 (100% renewable via wind power). The City's 85 G2 accounts receive electricity supply via a contract with Constellation New Energy through 12/12/16 (10% renewable). The City's smaller accounts continue to receive electricity supply from Unitil on a default basis. A fixed price contract for the supply of **natural gas** for the City's largest 35 accounts has been awarded to Direct Energy through 6/30/18. The City's small accounts continue to receive natural gas supply from Liberty Utilities on a default basis. **Gasoline, diesel fuel, kerosene and #2 fuel oil.** Due to continued market volatility these fuels are all under a combination of fixed price and indexed (spot market) price contracts, with various vendors, with varying expiration dates through 12/31/18.
- b. **Energy Improvements.** The City has entered into a 20 year power purchase agreement and lease with SolarCity Corporation for the purchase of 1.8 million kWh of electricity generated by a ground mounted photovoltaic array to be constructed on City land adjacent to the Hall Street Wastewater Treatment Facility.

The Purchasing Division staff has been working with its counterparts at the State of NH and Cities of Dover, Keene, Laconia, Manchester, Nashua, Portsmouth, Rochester and Salem to prepare and issue competitive solicitations and enter into subsequent multi-year contracts for the purchase of office supplies and road salt.

The Assistant Finance Director and Purchasing Manager:

1. Continue to serve as members of the City's Enterprise Resource Planning (ERP) System Steering Committee; and
2. Are the leaders of the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and improvement of services.

The Accounting Division and the Purchasing Division, with the assistance of the IT Department and Human Resources Department, continue to train new and existing city staff on current accounts payable and purchasing policies and procedures and the use of the city's financial management software (Logos).

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the city residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever escalating threats to security, and the need to minimize cost.

Notable

- Implemented State of the Art firewall for security and data protection.
- Replaced and upgraded malware prevention to latest technology platform.
- Replaced one hundred and seventy City desktop computers.
- Upgraded forty servers to latest Microsoft Operating system.
- Implemented Chromebook program for the City Planning Board.

FIRE DEPARTMENT

The mission of the Concord Fire Department is to protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and 22 other communities comprising the Capital Area Mutual Aid Fire Compact. The center also dispatches two private ambulances and the Central New Hampshire Haz Mat Team. The Department also maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

Notable

Administration and Communications

- Coordinated and delivered the promotional process for the ranks of Fire Lieutenant and Battalion Chief.
- A reorganization plan was approved by the City Council to provide for a more effective use of personnel and enhancing the Department's training, emergency medical services, and operations functions without decreasing minimum emergency services staffing.
- FEMA awarded a grant of \$208,650 to the City for installing fire sprinklers in the Broadway, Heights, and Manor Fire Stations.
- The City's Local Emergency Operations Plan was completely revised and adopted by the City Council.
- The FireHouse Scheduler module was implemented for personnel assignment and payroll functions.
- The Department received a grant in the amount of \$16,666 for critical infrastructure protection for the Headquarters regional communication facility.
- A new three year collective bargaining agreement was negotiated with the Concord Fire Officers Association.
- The Capital Area Mutual Aid Fire Compact received a grant in the amount of \$660,248 for the installation of a simulcast radio system to improve radio communications throughout the region.

Fire, Emergency Medical Services, Training, and Special Operations Activities

- A fatal fire, the first in over ten years, occurred on Rumford Street
- The Department responded to several other major incidents, including a third alarm fire in a commercial building on Manchester Street and residential fires on Silk Farm Road and Norwich Street.
- The Department hosted a regional drill on fire tactics and behavior at its Loudon Road training site.
- Four shift level exercises on responding to active shooter events culminated in a major drill involving surrounding towns at Concord High School and Concord Hospital.

Fire Prevention and Safety Initiatives

- Fire Prevention education was delivered to second grade students during Fire Prevention Week.
- The Department participated in the National Night Out event.
- Fire Prevention staff members attended a one week seminar on new advances in fire investigations at St. Anselm College.

SERVICE INDICATORS	2014	2015	2016
1. Number of Emergency Responses	7,431	7,994	8,109
2. Number of patients transported	4,063	4,284	4,457
3. % of emergency phone calls answered In < 16 seconds	99.45%	99.40%	99.47%
4. % of Emergency Response Times < 5 Minutes	61.00%	67.80%	61.07%
5. Number of inspections completed	948	1,049	923
6. Number of Public Education Hours Delivered	189	67.5	58
7. Average Training Hours per Firefighter	106	124	112

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, ice arena, and motor fleet.

Notable

Administration

- Annual solid waste brochure mailed to residents with informative trash and recycling information.
- Received ConcordTV Government Partner Award.
- Increased communications with the community by disseminating public information via City website updates, print media, press releases, the City Manager's Newsletter, General Gazette newsletter, and bill stuffers.
- Social media is used to improve community engagement, continue branding, and encourage public awareness of organization services.
- Received state grant for leak detection efforts and Household Hazardous Waste Collection.
- Household Hazardous Waste Collection Day had highest attendance in the last ten years.
- Produced "We Are Concord General Services" YouTube video in conjunction with National Public Works Week, in addition to other videos throughout the year.

Highway and Utilities

- Completed the Shim/Overlay Project (CIP #78) as approved in the FY 2016 budget.
- Actively participated in the City's web site, specifically the Customer Request Tracker portion of the web site.
- Actively participated in the development of updated sidewalk winter maintenance routes serving all elementary and middle schools in the community.

Public Properties

- Staff kept Concord Airport open 99% of time during the winter of 2015-2016.
- Staff kept the City's seven swimming pools open 96% of the time during the summer of 2015.
- 5,500 square feet of office space renovated.

- Managed 17 separated capital projects worth over \$1.9 million.

Equipment Services

- Continued to implement and manage the City's Commercial Drivers' Drug and Alcohol Resting Program, including programmatic awareness training of all employees who are required to hold a Commercial Driver's License (CDL).
- Continued to actively participate in the Granite State Clean Cities Coalition as a stakeholder.
- Participated actively in the Motor Fuel Users Group sub-committee which monitors fuel costs and arranges fixed price contracts.
- Continued to serve on the City's Joint Loss Management Committee and currently chair same. Through reducing the City's exposure to Worker's Compensation claims and mitigating losses on claims that were incurred, the City was able to reap the financial benefits of a "Premium Holiday" from its Worker Compensation Carrier. Performed Facilities Safety and Health Inspections at the COMF and had deficiencies corrected.

Arena

- Increased summer revenue with the addition of public roller skating.
- Hosted Everett Arena's 50th Anniversary Celebration.

Water

- Reduced Water Treatment Plant staff overtime and callbacks.
- Continuing to post the Annual Community Conference Report online, now in coordination with American Water Works Association's Drinking Water Week

Wastewater

- Annual NPDES compliance inspections conducted by the NH Department of Environmental Services for both wastewater treatment facilities resulted in positive reports with no noted deficiencies or recommendations.

HUMAN SERVICES DEPARTMENT

The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

Notable

The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

- The generous owners and employees of ASA Sanel donated 68 bountiful Thanksgiving baskets to families in need that we serve.
- The VFW Ladies Auxiliary, Post 1631, provided backpacks filled with school supplies that Concord Human Services distributed.
- 40 children were provided with Christmas presents provided by many generous donors including City Employees, NHMA, Unitarian Benevolent Association, LARC, Beaver Meadow Village Association, local businesses and residents.

- Concord Human Services Director served as the agency coordinator for the Capital Region Food Program Holiday Food Basket Project, serving 1,047 families from Concord and Penacook.
- Emergency food from our pantry is provided to those we serve on a daily basis. Our pantry is generously stocked by Capital Region Food Program, Congregants of Temple Beth Jacob and Immaculate Heart of Mary, co-workers and residents.
- Human Services Director served on the Steering Committee for Concord's Plan to End Homelessness.
- Human Services Director participated on a panel at the annual training conference hosted by NHMA for NH local welfare directors and administrators.

SERVICE INDICATORS

2016

1. Appointments/Emergencies	1,789
2. Homeless & Homeless at Risk Served	286
3. Applications for Assistance Issued	542
4. Total Walk-ins	1,389
5. Total Initial Case Interviews	512
6. Percent of Total Aid Budget in Rental Assistance	92.3%

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to ensure that all actions of the City are within the powers granted to it by the legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

SERVICE INDICATORS

FY2015

FY2016

1. Civil Litigation Cases	*14	*21
2. Tax Abatement Cases	48	*28
3. Tax Lien Mortgages (Research at Registry)	609	558
4. Tax Deed Mortgages (Research at Registry)	125	90
5. Tax Title Searched for Properties to be Deeded	745	662
6. Ordinances Reports and Resolutions	15	18
7. Negotiated Union Contracts (out of 6)	3	1
8. Bankruptcy Matters (Claims Filed)	12	11
9. Financial Guarantees for City Projects/Developments	**22	**37
10. Right-to-Know Requests	30	26
11. Criminal Dispositions and Hearings	18,816	21,313
12. Juvenile Dispositions and Hearings	1,305	595
13. Administrative License Suspensions	201	206
14. Concord Code Enforcement	35	15

* Includes pending cases from prior years

** Does not include currently active guarantees

LIBRARY DEPARTMENT

- Mission:** The Concord Public Library connects individuals with resources in order to enhance lives and build community.
- Vision:** The Concord Public Library will be a dynamic place, promoting the love of knowledge and the joy of reading.

Notable

- On July 1, 2015, we changed library hours to better meet community needs. By opening an hour earlier each day, we were also able to extend Friday by a half hour for the public. The new hours are Monday through Thursday 9:00 a.m. to 8:00 p.m., Friday 9:00 a.m. to 5:30p.m, Saturday 9:00 a.m. to 5:00 p.m., and Sunday 12:00 p.m. to 5:00 p.m. from September through May.
- We changed loan rules for items that circulate 4 weeks to 3 weeks and added in 2 renewals if there are no outstanding holds.
- Patron cards for residents now expire in 3 years instead of 1. Non Resident cards must still be repurchased annually.
- A daily report is being run to clear expired holds in order to get the items to the next patron on the list or back into circulation more effectively.
- We added new CD shelving from a grant to better advertise the music medium for patrons to browse.
- The Library is now hosting the 4 mosaics that the community created in honor of the Concord 250th celebration.
- We used chalkboard paint to turn the back of a library shelf into chalk art to advertise Library programs and events.
- The Concord Public Library started a friendly competition with interested NH libraries called the Granite State Library Card Challenge. Each September libraries try to attract the most new patrons for National Library Card Sign up Month and the winner gets their name etched on a trophy. Concord won the initial trophy in 2015.
- We launched an Instagram and Twitter account for CPL to try to reach new demographics through social media.
- The annual Concord Reads event was held at the Red River Theater for the first time to celebrate author Molly Guptill Manning, with approximately 150 attendees.
- In May, Concord Public Library held its' first "How to do it Festival," with dozens of local vendors giving demos in 25 minute windows throughout the morning. Over 300 patrons attended.
- A new roof was installed on the main Library which should last for decades.
- We are now distributing a bi-monthly Library newsletter that patrons can voluntarily sign up for at the reference desk.
- Several members of the CPL staff reviewed the leading Integrated Library System vendors through Library site visits, physical demonstrations and virtual webinars. The CPL will replace their aging ILS system in FY17. The current system is 12 years old and is not as flexible as modern systems in the industry.

Service Indicators	<u>Actual FY2015</u>	<u>Actual FY2016</u>
1. Items Borrowed		
Main Adult	163,039	153,289
Main Children's	83,858	75,565
Audio & E-book Downloads	20,869	25,761
Main Total	266,233	252,411
Penacook Branch	6,745	5,890
Renewals	9,526	54,718
Total	284,037	313,019
2. Traffic Count		
Main Library	203,248	201,787
Penacook Branch	3,227	3,419
3. Online Services		
Catalog searches	522,391	455,400
Database searches	603,780	611,636
4. Classes & Events		
Main Adult Programs	86	73
Main Adult Attendance	1,430	2,170
Main Young Adult Programs	36	43
Main Young Adult Attendance	212	282
Concord Reads Programs	11	2
Concord Reads Attendance	328	9
Main CR Programs	188	184
Main CR Attendance	3,056	4,192
Pen Branch Programs	12	9
Pen Branch Attendance	81	75
Total programs	333	311
Total attendance	5,107	6,728
5. PC/Internet Use Hours		
Main Adult	21,629	19,089
Main Children's	4,932	5,069
Penacook Branch	303	505
Total	26,864	24,663
6. Chromebook Checkouts		4,673*
7. Research Assistance		
Total	44,720	91,026
8. Volunteers		
Hours	3,320	2,964
9. Interlibrary Loans		
Lent	2,713	2,781
Borrowed	2,918	3,246

*Chromebooks started 7/2015

HUMAN RESOURCES DEPARTMENT

The Human Resources Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Conducted and submitted Prime Program Annual Self-Assessment to ensure recertification of Prime Designation. The City receives a 2.5% discount on both our Workers' Compensation and Property and Liability contributions/premiums based on maintaining our Prime status. This equates to a \$13,000 discount on our Workers' Compensation and an overall \$30,000 discount on all lines.
- Premium Holiday – Primex, our Workers' Compensation and Property Liability provider, has utilized premium holidays over the last few years to return surplus funds, in excess of any amounts required for administration, claims, reserves and purchase of reinsurance to its members annually. The amount of Premium Holiday received by members is determined by individual member's coverage lines, performance and the overall pools' performance. The City, based on our performance and lines of coverage, has received \$599,582.64 in returned surplus funds in the form of Premium Holidays over the last few years. We are also looking at a premium credit of \$67,217.64 for distribution in July 2016.
- Actively promoted, collected, and provided required employer data for requesting New Hampshire Secondary Injury Fund. This fund provides reimbursement benefits for claims that cost over \$10,000.
- Promoted medical alternatives to the emergency room for non-emergency injuries.
- Continued work with the Joint Loss Management Committee to reduce injuries through safety initiatives.
- Average cost per claim for workers' compensation claims for FY2016 decreased from previous estimate from \$6,787 to \$4,034 through close tracking of open claims and through strong support of the City's temporary alternate duty program. Unfortunately, one significant open claim (\$116,949) represents 51% of the total incurred cost for FY2016 and is responsible for 49% of our average cost per claim. (Statics based on 7/5/16 worker's compensation data)

Wellness Program Participation: (These numbers represent all eligible employees and their city-insured spouses):

- 205 participants attended a Wellness Education program (ending the year down 4% overall).
- 248 participants obtained a screening offered by the program (ending the year up 2% overall).
- 275 participants have completed this year's major component – an online Health Questionnaire (ending the year up 34% overall).
- 182 participants have completed the 3-month exercise requirement (ending the year up 3% overall).

Some Human Resources Strategic Initiatives include: completion of the Medical RFP and choosing Harvard Pilgrim Health Care, Completion of the Primex Prime Program; the City's application for the FY 2016 Retiree Drug Subsidy; the City's transition to a Medicare Part D prescription drug plan which contributed to a 33% decrease in the cost of the Medicare Eligible retirees; the increased use of social media to attract talent to the City workforce; and premium holidays for Workers Compensation and Property Liability insurance; to name just a few

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

FISCAL YEAR 2016 - GOALS STATUS

1. Maintain a comprehensive, data driven, city-wide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.

Status: During FY 2016 the Department issued 3,707 citations and 11,789 written warnings. The department proactively utilized its motorcycle unit during the summer months to help ensure safe operating behaviors by the motoring public through the enforcement of motor vehicle infractions. Additionally, the Department utilized funding provided by the New Hampshire Highway Safety Agency to conduct focused patrols on Loudon Road for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department will continue to seek out grant opportunities to augment the Department's efforts to keep the roadways of Concord safe for motorists, bicyclists, and pedestrians.

Over the course of FY 2016 the Department issued 2,258 citations for hazardous moving violations as well as 6,618 written warnings for hazardous moving violations. The Department also arrested 156 impaired drivers. Members of the Department actively participate on the City's Traffic Operations Committee and utilize analysis of crash data to identify those areas in the City which may require enhanced enforcement activity.

2. Provide training and educational opportunities for Department personnel in handling calls for service involving individuals in mental health crisis. Coordinate the efforts of the Department and, in particular, the Crisis Intervention Team, with other mental health providers and stakeholders in the community and develop strategies in handling calls for service involving individuals in mental health crisis.

Status: The Department continues to handle calls for service involving individuals suffering from mental health crisis and we will continue to seek various training opportunities for our staff. All of the Department's Crisis Intervention Team members have received ongoing training in handling individuals in mental health crisis and are available to assist with calls for service which may be best served utilizing this enhanced training. The Department continues to work with Riverbend during their implementation of a mobile crisis intervention team. The Department is assisting Riverbend in establishing procedures and protocols regarding when to enlist the assistance of their mobile crisis team. Riverbend has also established temporary housing for those dealing with mental health crisis as an alternative to having to house individuals at Concord Hospital. Riverbend has

moved into their new facility on West Street and the Department has conducted an active shooter training seminar for all Riverbend employees and conducted a security assessment on the new location.

3. Work collaboratively with community organizations, as well as other municipal and state agencies, to address issues surrounding homelessness in the community. Implement and utilize creative strategies to address the policing of homelessness while prioritizing the interests of both the community and homeless individuals.

Status: Over the course of the past summer, with the assistance of the Department's POP Unit, many of the homeless population and their locations have been identified. The Department has worked with the Homeless Coalition to come up with an action plan to assist those that are in desperate need of shelter. The Department collaborated with several community organizations to assist in opening a temporary homeless shelter during the winter months. With the cooperation of numerous stakeholders including the Concord Coalition to End Homelessness, the Friends Program, the Open Hands Resource Center, and Christ the King Parish, the temporary shelter was set up at St. Peter's Parish on North State Street. The Department periodically provided a police presence during the hours the shelter was open and also when it closed in order to negate any issues with the neighborhood children awaiting their school bus in the morning and help address any other concerns that neighbors to the shelter may have. Members of the Department attend monthly meetings put on by the Concord Coalition to End Homelessness and offer input from a policing perspective on issues involving homelessness in the City.

4. Develop and implement strategies to compliment the Department's efforts to combat illegal drug use in the community. Identify priorities based on current illegal drug trends and coordinate resources that tailor the Department's response to address the issue.

Status: During FY 2016 the Department installed a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. The Department also put into place detailed policies regarding the operation of the drop box and destruction of its contents. Since its placement in November of 2015, 278.5 pounds of prescription drugs have been turned in by members of the community.

In response to the illegal drug issues facing the City, the Department has also been able to add an additional officer to the Drug Enforcement Unit. This officer began his assignment to the Unit in January 2016. The primary role of this unit is to combat the illegal use and sale of illegal drugs within the city, and those assigned to the Unit have specialized training and equipment to achieve this goal. The Department is also preparing to take part in a feasibility study with state and county agencies to determine the implementation of a Drug Court for Merrimack County. During FY 2016 the Department has made 331 illegal drug arrests. By comparison, during the same period last year the Department made 234 illegal drug arrests.

5. Institute community policing strategies designed to foster positive interaction with the community and address community related concerns. Seek to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.

Status: During FY2016 the Department has implemented a host of initiatives designed to foster positive community interaction and address the concerns of the community. The Department has conducted six "Coffee with a Cop" events throughout the city, during

which members of the community can interact with Department members in a friendly environment and engage in conversations regarding concerns and issues, or just get to know the members of the Department. The Department also stayed active in the community with the use of the Bicycle Unit and Motorcycle Units. Members of the Department participated in multiple “Lunch with a Cop” and “Police Readers” events throughout the schools in both the Concord School District and Merrimack Valley School District. The department continues to stay focused on conducting foot patrols throughout neighborhoods and business areas to engage citizens and visitors of the city in a personal manner.

The Department has also sponsored four Rape Aggression Defense (R.A.D.) courses. R.A.D. is a comprehensive course for women that stresses awareness, prevention, risk reduction and avoidance, while progressing on to the basics of hands-on defense training. The R.A.D. System is dedicated to teaching women defensive concepts and techniques against various types of assault.

Due to the trend of mass shootings occurring in businesses and schools throughout the country, the Department has also been offering active shooter training seminars. The department has conducted active shooter trainings for City personnel, businesses, and civic groups. These seminars have been very well received by those in attendance.

This is the first complete year that the Department’s Community Services Division has been in place and significant positive feedback has been received by members of the community regarding the activities of the division. It is the Department’s intent to foster the growth and outreach of this Division to further the level of community engagement with members of the Department.

Police Department Service Indicators:

<u>SERVICE INDICATORS</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>
1. Total Calls for Service	56,524	58,180	53,215
2. Total State Reportable Traffic Accidents	1,113	1,214	1,247
3. Total Traffic Fatalities	1	1	2
4. Total Traffic Summonses Issued	3,992	4,371	3,698
5. Total DWI Arrests	161	137	156
6. Total Domestic Violence Related Arrests	310	323	241
7. Drug Abuse Violations (Persons Arrested)	235	234	331
8. Total Part I Violent Crime Arrests ¹	43	51	42
9. Total Custodial Arrests	2,716	2,926	2,746

¹ Part I Violent Crime include: Murder, Rape, Robbery and Aggravated Assault

RECORDS

The mission of the City Clerk’s Office is to efficiently meet all statutory obligations with respect to elections, vital records, and City Council. The City Clerk’s Office is responsible for the preservation and management of all vital events occurring within the City. Those vital events include births, marriages and deaths. In addition to vital records, the office records all official documents of the City of Concord. The office conducts and preserves the integrity of

all local, state and federal elections. Internally, the office views itself as the liaison between the general public and the Mayor and City Council. The office is responsible for the preparation of all City Council agendas, minutes and official notices.

Notable

- Staff completed the conversion of the city's dog licensing database to a new system.
- With the implementation of the new dog licensing system, residents can now license their dogs online.

<u>SERVICE INDICATORS</u>	<u>FY2015</u>	<u>FY2016</u>
1. Birth Certificates Issued	2,308	2,566
2. Marriage Certificates Issued	936	820
3. Death Certificates Issued	3,579	3,539
4. Divorce Records Issued	137	157
5. Certified Records Issued	6,960	7,082
6. Marriage Licenses Issued	393	407
7. Marriage Ceremonies Performed	122	115
8. Dog Licenses Issued	5,405	4,272
9. Notice of Intent to Issue Dog Summons	655	1,064

Elections

- Staff provided personal training sessions with ward officials that were new prior to the November 3, 2015 Municipal Election and the February 9, 2016 Presidential Primary.
- Staff held voter registration sessions at many local nursing home facilities within the city. Residents were given the opportunity to register to vote and to also fill out applications for absentee ballots.

<u>SERVICE INDICATORS</u>	<u>FY2015</u>	<u>FY2016</u>
1. Voter Registrations Processed	1,540	2,733
2. Absentee Voters Serviced	1,348	1,303
3. Average Number of Ballots Cast	21,733	21,695

The City Clerk's Office conducted a Municipal Election on November 3, 2015 and the Presidential Primary on February 9, 2016.

RECREATION DEPARTMENT

The Parks and Recreation Department is responsible for providing diversified programs year round. Our programs include activities for people of all ages and abilities. The department schedules and maintains: thirty outdoor parks (over 200 acres), all city athletic fields, cemeteries, Beaver Meadow Golf Course and the Heights Community Center (former Dame School). The department also manages the schedules and programs for the remaining three community centers, City Auditorium and the cities seven outdoor pools.

The department offers year round programming for all ages. From youth programs, classes, and camps to a very successful drop in senior program. In FY2016, the department served over 4,900 participants in our programs. In addition, the department coordinates special events: July 4th, Summer Music Series, the Weekend on the Water Festival and assists with many others. The department manages the maintenance and schedules for all athletic fields. Over the course of the year, the department works with over twenty different leagues, three high schools and issued over 2,400 permits for use of our parks and community centers.

The department has opportunities for community members and the business community to help support department activities. In FY2016, the department raised over \$50,000 in private donations and in-kind work. If someone is interested in sponsoring an event or making a donation, please contact the Parks and Recreation Director. Sponsorship opportunities are also listed on the Parks and Recreation web site: www.concordparksandrec.com

Notable

- Continued active presence on social media. Department staff maintains Facebook pages for the Parks and Recreation Department and the Beaver Meadow Golf Course. Department staff also assists with social media pages for the Weekend on the Water and the Black Ice Pond Hockey Championships.
- Fourth year operating and maintaining the former 40,000 square foot Dame School as a Community Center.
- Installed two state of the art indoor golf simulators at the Beaver Meadow Golf Course that has allowed increased year round use of the facility.
- Held 30 Private Outings at the Beaver Meadow Golf Course. In total these private outings raised in excess of \$200,000 for their respectful organizations
- Continued working with Concord Crush Lacrosse League to handle all their registrations for the spring season, Concord Babe Ruth Baseball League and new Concord Squash Program
- Served over 1,000 children in one of our twenty plus summer camps.
- Over 750 children took part in our summer Learn to Swim Program - increased due to generous sponsorship from Concord Housing to all residents to attend a two week session for free.
- Over 25,000 people used the seven outdoor pools.
- Active involvement with downtown recreational programming for events with our community partners: Summer Concert Series, Concord Arts Market and Halloween Howl involvement.
- Recruited, trained and supervised over 200 volunteers who contributed a total of approximately 8,000 volunteer hours for various programs and events.
- Continued to expand our Senior Citizen Programs. Started a pickleball league that has over 150 senior citizens playing each week at Merrill Park and during the winter months indoor at the Green Street Community Center and the former Dame School.

PUBLIC NOTICE

City of Concord Property Owners:

In accordance with RSA 674:39-aa, Restoration of Involuntarily Merged Lots, any lot or parcel of land in the City of Concord that was involuntarily merged by municipal action (joined to an abutting lot in the same ownership for zoning, assessing or taxation purposes), prior to September 18, 2010, may be restored to premerger status upon the owners' request.

Such requests must be submitted to the Concord City Council prior to December 31, 2016.

For additional information, please go to www.concordnh.gov or contact the City of Concord Zoning Administrator, 37 Green Street, Concord, NH 03301, telephone number (603) 225-8580.

THIS NOTICE MUST REMAIN POSTED UNTIL DECEMBER 31, 2016



City of Concord, New Hampshire

FINANCE DEPARTMENT

41 GREEN STREET, CONCORD, NH 03301

(603) 225-8560

November 21, 2016

To the Honorable Mayor, Members of the City Council,
and Citizens of the City of Concord:

The Concord Finance Department is pleased to submit the Comprehensive Annual Financial Report (CAFR) for the City of Concord, New Hampshire for the Fiscal Year ending June 30, 2016.

This report is published to provide citizens, City Council, investors and other interested parties with detailed information regarding the financial position of the City. City Management is responsible for the accuracy of the data, and the completeness and fairness of this report, including all disclosures and schedules.

To the best of our knowledge and belief, the following data is accurate in all material respects and is reported in a manner designed to fairly present the City's financial position and the results of operations of the various Funds of the City. The accompanying disclosures are necessary to enable the reader to gain the maximum understanding of the City's financial activities.

The Report

The CAFR is presented in three main sections: Introductory, Financial and Statistical. The Introductory Section includes the transmittal letter and the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting Award.

The Financial Section contains the City's basic financial statements as required under the Governmental Accounting Standards Board's (GASB) Statement No. 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditors' opinion, management's discussion and analysis (MD&A) report, notes to financial statements, combining and individual financial statements, and schedules for the City's Funds.

The MD&A report is designed to be used in conjunction with this transmittal letter and can be found after the independent auditor's report.

The Statistical Section includes financial and demographic information on a ten-year historical basis.

This CAFR does not report on the Funds of the Concord School District, Merrimack Valley School District or the County of Merrimack. These governmental units are independent of the City and do not meet established reporting entity criteria for inclusion in this report.

Profile of the Government

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 42,620 as of July 1, 2015, a 0.18% decrease over the last official census as of April 1, 2010 number of 42,695, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors, and the mayor, are elected every two years. The four remaining "at-large" councilors are elected to staggered 4-year terms, two every two years. The current mayor is former City Councilor James P. Bouley who was first elected mayor in November 2007. In November 2015 he was re-elected for his fifth consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

Compared to other cities in New Hampshire, New England and the Nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord's unemployment rate as of June 2016 was 2.4%. This compares favorably to New Hampshire's rate of 2.8% and to the United States rate of 5.1%. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 3.1% and Nashua at 3.3%. Concord's unemployment rates have remained lower than the State since 1992 except for the months of March, April and June, 2005.

The assessed value of taxable property as of April 1, 2015 increased overall by 2.39% compared to April 1, 2014. The cumulative total residential, manufactured homes, and condominiums increased slightly in assessed value. The average assessed value of a single family home in Concord as of April 1, 2015 was 228,355, up slightly from \$222,700 the year before.

Tax collections percentage as of June 30, 2016 for the 2015 Tax Year was 98.5%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$2.6 million, up \$0.5 million from the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties to which the City takes title through tax deeds. Anticipating increased delinquencies the Collector's Office initiated a significant outreach, communication and visitation program to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City continues to work with existing businesses to maintain and increase their workforce, and has several economic development initiatives underway. During Fiscal Year 2016, the Mayor and Council issued a call to the Greater Concord Chamber of Commerce and the City's Economic Development Advisory Council to provide strategic recommendations that the City should consider to bolster economic development. The most prominent of these measures was the creation of an Economic Development Director position which was subsequently funded as part of the FY 17 budget.

In December 2014, the City approved an RSA 79-E Community Tax Relief Incentive application for renovation of the former Vegas Block, now known as the "Remi Block". The developer who acquired the property on July 22, 2014, is currently renovating the 34,000 SF building into 20 market rate apartments with ground floor commercial space. The total cost for the project is approximately 2.4 million. The project will be completed in March 2017.

Another key economic development initiative that continued during Fiscal Year 2016 was the \$14 million Downtown Complete Streets Project. The goal of this project is to make downtown a more vibrant, attractive place for economic development activity, including redevelopment of vacant upper stories and construction of market rate housing. Key features of the project include wider sidewalks, improved crosswalks,

ADA improvements to 15 +/- properties, public art, as well as comprehensive street-scape improvements. The project will be completed in Fall 2016.

Long-term Financial Planning

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five year General Fund operating pro forma and tax rate projection, a twenty year Capital Improvement Plan and a pro forma for each enterprise and major special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and special revenue funds are reviewed for competitiveness and support of operations. Most enterprise/special revenue funds are fully self-supporting and provide administrative overhead payments to the General Fund. Exceptions are the Solid Waste Fund which received general tax base support as part of its planned operation and the Golf and Arena Funds which received general fund support for their Fiscal Year 2016 operations.

Financial Position

The City Council has adopted a General Fund balanced budget every year since Fiscal Year 2010, with the exception of Fiscal Year 2012. The Fiscal Year 2012 Budget was adopted using \$300,000 from prior year surplus to help offset the significant funding changes that were occurring with the State Retirement System. Other than Fiscal Year 2014, Fiscal Years 2010 through 2015 reported surpluses ranging from \$953,000 to \$1.5 million. The Fiscal Year 2016 surplus is \$549,668.

The total General Fund Unassigned Fund Balance increased to \$10.7 million after City management assigned \$930,000 which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2017. The \$10.7 million Unassigned Fund Balance represents a \$565,000 increase over Fiscal Year 2015. The purposes of the Assigned Fund Balance are for transfers to Highway Paving Reserve (\$450,000), Equipment Reserve (\$50,000), Office Furniture and Equipment (\$30,000), and Community Improvement Reserve (\$400,000).

OPEB Action

The City is in compliance with Government Accounting Standards Board (GASB) Statement No. 45, as reported in Note 16 of this CAFR. As of June 30, 2016 the Unfunded Actuarial Accrued Liability (UAAL) was \$34.2 million, an \$11.3 million decrease from 2015. This was due primarily to a reduction in the cost of the City's Medicare Enhance Plan.

Efforts to reduce this liability will be ongoing with continued benefit management and financing alternatives. To date, the City Council has approved the transfer of \$500,000

to an OPEB reserve trust; \$300,000 from 2009 surplus and \$200,000 from 2011 surplus. No transfer is anticipated during Fiscal Year 2017.

GASB Statement No. 68

In Fiscal Year 2015 the City implemented the provisions of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27*, with respect to the State of New Hampshire Retirement System (NHRS).

Relevant Financial Policies

Goals

Introduced in 1996, the City Council adopted a Fiscal Policy Statement which is a series of 31 goals to help guide the financial direction and management of the City. These goals are regularly reviewed and updated when necessary.

The goals address the topics of: Accounting, Auditing and Financial Reporting, Budgetary and Financial Management, Capital Improvements, Cash Management, Debt Management, Employee Compensation and Benefits, Enterprise/Special Revenue & Other Funds Management, Municipal Services Expenditures and Revenues and Tax Rate Management. In addition to the cash management goal cited above; another goal that stands out is Goal F1 under Debt Management that limits debt service to 10% of total expenditures. For Fiscal Year 2016 this amount was 10.0%.

In Fiscal Year 2013, the City adopted a new Fund Balance, Reserves and CIP Spending Priority Policy. The Policy was established following discussions with the City's outside auditors, receipt of their subsequent Management Letter recommendation and in conjunction with GASB Statement #54.

Section IV(A)(1)(a) of the Policy requires that the City achieve a General Fund Unassigned Fund Balance of 18.5% of expenditures by the end of Fiscal Year 2017. For Fiscal Year ending June 30, 2016 the Unassigned Fund Balance was 19.5%.

Credit Rating and Debt Limit

As of June 2016 Standard and Poor's Rating Group affirmed the city's bond rating of AA+ in conjunction with a \$9.2 million General Obligation bond offering and affirmed the AA+ rating on the City's \$82 million of outstanding parity debt.

Financial Structure and Management

In accordance with the *City Charter and Code of Ordinances*, the Finance-Accounting Office is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse. It

also ensures that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

Major Initiatives

The Fiscal Year 2016 budget was adopted by the City Council with several major initiatives including funding for the Exit 16 Mountain Road/Shawmut Avenue roundabout final design and construction phase, City Hall renovations, Rolfe Park pool replacement, City wide community center at Keach Park, Engine 5 apparatus replacement, an increase to the annual highway improvement paving program, water main construction and replacements, water treatment plant improvements and wastewater treatment equipment and plant improvements.

Awards and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-one consecutive Certificates of Achievement for Excellence in Financial Reporting to the City of Concord, NH for its CAFR beginning with the fiscal year ended December 31, 1995, through June 30, 2015 including the six-month transitional fiscal period ending June 30, 1996. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

A Certificate of Achievement is valid for a period of one year only. The City believes this current CAFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's CAFR was made possible by the dedicated services provided by the City's Finance Department – Accounting Office staff. We also extend a sincere thanks and appreciation to Melanson Heath for their work in conducting the City's audit and preparing this report. Additionally, Administration thanks the Mayor, Members of the City Council, and Fiscal Policy Advisory Committee for their leadership, and commitment of transparency for the financial operations of the City. Without their diligence, hard work, professionalism and support, this report would not meet such high standards.

Other Information

Although state statutes do not require an annual audit, the City has continually produced an independently audited set of Financial Statements since the 1920s. Presently, the firm of Melanson Heath of Nashua, New Hampshire, conducts the annual audit for the City. In addition, the audit was designed to meet the requirements of Title 2 CFR Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit*

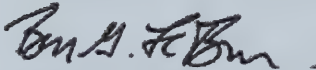
Requirements of Federal Awards (the Uniform Guidance), as applicable. The auditor's report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our web site at www.concordnh.gov, where this CAFR is expected to be prominently displayed by December 2016. Also displayed are previous CAFRs and other summary financial information.

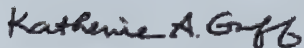
Sincerely,



Thomas J. Aspell
City Manager

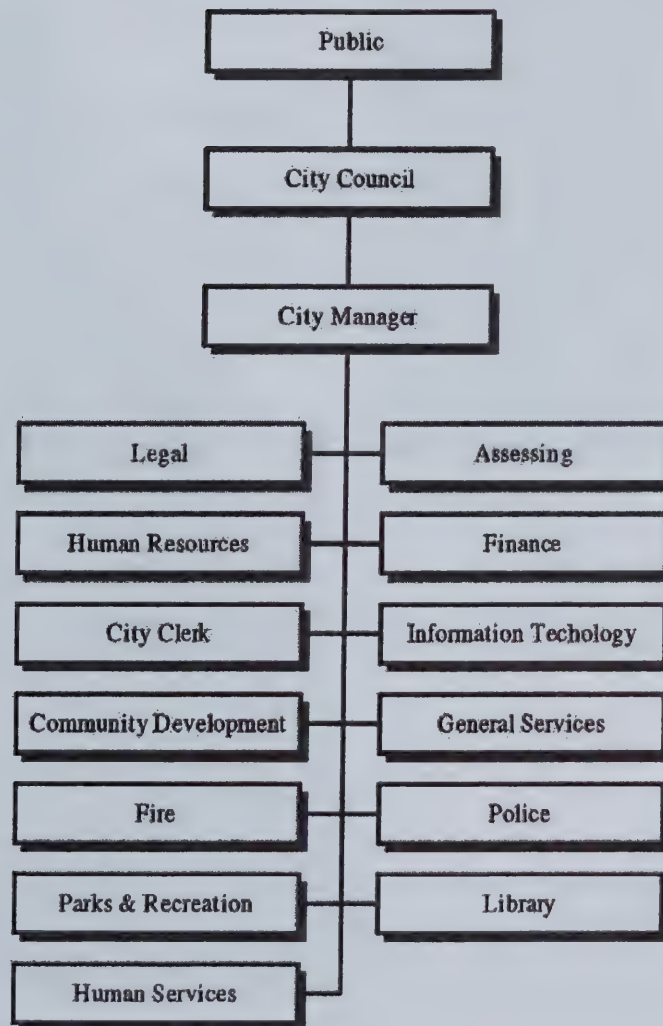


Brian G. LeBrun
Deputy City Manager – Finance



Katherine A. Graff
Assistant Finance Director

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



City of Concord, NH

Geographic Location



INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council
City of Concord, New Hampshire

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2016, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the Table of Contents.

Management's Responsibility for the Financial Statements

The City's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opin-

ion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of June 30, 2016, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis, the Schedule of OPEB Funding Progress, the Schedule of Proportionate Share of Net Pension Liability, and the Schedule of Pension Contributions be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary information appearing on pages 84 through 127 is presented

for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The Introductory and Statistical sections are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated November 21, 2016 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City's internal control over financial reporting and compliance.

Melanson Heath

November 21, 2016

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the City of Concord, we offer readers of the City of Concord this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2016. This section should be read in conjunction with the Letter of Transmittal beginning on page 1.

A. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements The government-wide financial statements are designed to provide readers with a broad overview of our finances in a manner similar to a private-sector business.

The Statement of Net Position presents information on all assets and liabilities, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities include general government, public safety, general services, community development, leisure and information services, and human services. The business-type activities include water, sewer, solid waste, golf, and arena activities.

Fund financial statements A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund Statement of Revenues, Expenditures and Changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Information is presented separately in the governmental fund balance sheet and in the governmental fund Statement of Revenues, Expenditures and Changes in Fund Balances for the general fund and major capital project fund (post 2008), which are considered to be major funds. Data from the other governmental funds are combined into a single aggregated presentation.

An annual appropriated budget is adopted for the general fund and certain non-major governmental (special revenue) funds. Budgetary comparison statements have been provided for the general fund to demonstrate compliance with budgets.

Proprietary funds Proprietary funds are maintained as follows:

Proprietary funds provide the same type of information as the business-type activities reported in the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the water, sewer, solid waste, golf and arena operations. The water, sewer, and solid waste funds are considered major funds.

Fiduciary funds Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to financial statements The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Other information In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information.

mation which is required to be disclosed by accounting principles generally accepted in the United States of America.

B. FINANCIAL HIGHLIGHTS

- As of the close of the current fiscal year, the total of assets exceeded liabilities by \$186,623,448 (i.e., net position), a change of \$13,716,930 in comparison to the prior year.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$41,858,738, a change of \$(3,421,891) in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$10,735,579, a change of \$564,511 in comparison to the prior year. In addition, total general fund balance increased by \$1,390,045.
- Total long-term debt (i.e., bonds payable) at the close of the current fiscal year was \$82,186,008, a change of \$5,631,548 in comparison to the prior year.

C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal years. All amounts are presented in thousands.

<u>NET POSITION</u>						
	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2016</u>	<u>2015</u>	<u>2016</u>	<u>2015</u>	<u>2016</u>	<u>2015</u>
Current and other assets	\$ 105,435	\$ 104,340	\$ 20,014	\$ 14,034	\$ 125,449	\$ 118,374
Capital assets	149,353	133,214	126,657	127,410	276,010	260,624
Deferred outflows	<u>4,566</u>	<u>4,262</u>	<u>278</u>	<u>261</u>	<u>4,844</u>	<u>4,523</u>
Total assets and deferred outflows	259,354	241,816	146,949	141,705	406,303	383,521
Long-term liabilities outstanding	114,306	110,293	37,435	32,079	151,741	142,372
Other liabilities	8,373	6,578	1,531	1,503	9,904	8,081
Deferred inflows	<u>57,618</u>	<u>59,625</u>	<u>417</u>	<u>537</u>	<u>58,035</u>	<u>60,162</u>
Total liabilities and deferred inflows	180,297	176,496	39,383	34,119	219,680	210,615
Net position:						
Net investment in capital assets	102,584	90,448	102,279	102,512	204,863	192,960
Restricted	14,569	15,393	1,814	1,932	16,383	17,325
Unrestricted	<u>(38,096)</u>	<u>(40,521)</u>	<u>3,473</u>	<u>3,142</u>	<u>(34,623)</u>	<u>(37,379)</u>
Total net position	<u>\$ 79,057</u>	<u>\$ 65,320</u>	<u>\$ 107,566</u>	<u>\$ 107,586</u>	<u>\$ 186,623</u>	<u>\$ 172,906</u>

CHANGES IN NET POSITION

	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2016</u>	<u>2015</u>	<u>2016</u>	<u>2015</u>	<u>2016</u>	<u>2015</u>
Revenues:						
Program revenues:						
Charges for services	\$ 9,478	\$ 8,100	\$ 17,232	\$ 16,846	\$ 26,710	\$ 24,946
Operating grants and contributions	3,962	2,236	359	272	4,321	2,508
Capital grants and contributions	9,320	5,135	49	75	9,369	5,210
General revenues:						
Property taxes	44,973	44,429	-	-	44,973	44,429
Penalties and interest on taxes	978	945	-	-	978	945
Investment income	742	1,356	39	13	781	1,369
Other	975	2,843	108	267	1,083	3,110
Total revenues	<u>70,428</u>	<u>65,044</u>	<u>17,787</u>	<u>17,473</u>	<u>88,215</u>	<u>82,517</u>
Expenses:						
General government	8,098	8,376	-	-	8,098	8,376
Public safety	26,288	26,071	-	-	26,288	26,071
General services	11,339	12,147	-	-	11,339	12,147
Community development	4,913	5,723	-	-	4,913	5,723
Leisure and information services	4,831	4,911	-	-	4,831	4,911
Human services	808	818	-	-	808	818
Interest on long-term debt	1,773	2,054	-	-	1,773	2,054
Water operations	-	-	5,000	5,471	5,000	5,471
Sewer operations	-	-	6,493	7,178	6,493	7,178
Solid Waste operations	-	-	3,792	3,871	3,792	3,871
Other operations	-	-	1,569	1,409	1,569	1,409
Total expenses	<u>58,050</u>	<u>60,100</u>	<u>16,854</u>	<u>17,929</u>	<u>74,904</u>	<u>78,029</u>
Change in net position before transfers and contributions	12,378	4,944	933	(456)	13,311	4,488
Transfers in (out)	953	289	(953)	(289)	-	-
Permanent fund contributions	406	310	-	-	406	310
Change in net position	13,737	5,543	(20)	(745)	13,717	4,798
Net position - beginning of year	<u>65,320</u>	<u>59,777</u>	<u>107,586</u>	<u>108,331</u>	<u>172,906</u>	<u>168,108</u>
Net position - end of year	<u>\$ 79,057</u>	<u>\$ 65,320</u>	<u>\$ 107,566</u>	<u>\$ 107,586</u>	<u>\$ 186,623</u>	<u>\$ 172,906</u>

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. At the close of the most recent fiscal year, total net position was \$186,623,448, a change of \$13,716,930 from the prior year.

The largest portion of net position \$204,863,687 reflects our investment in capital assets (e.g., land, buildings, machinery and equipment, and infrastructure), less any related debt used to acquire those assets that are still outstanding. These capital assets are used to provide services to citizens; consequently, these assets

are not available for future spending. Although the investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position, \$16,383,214 represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position is a deficit of \$(34,623,453) primarily resulting from the City's unfunded net pension liability.

Governmental activities. Governmental activities for the year resulted in a change in net position of \$13,737,106. Key elements of this change are as follows:

Capital grants and contributions	\$ 9,320,137
General fund operations	1,390,045
Change in net OPEB obligation	(986,818)
Change in net pension liability	(2,497,168)
Change in pension related deferred inflows and outflows	3,959,185
Capital assets from current year revenues	2,345,447
Other	<u>206,278</u>
Total	<u>\$ 13,737,106</u>

Business-type activities. Business-type activities for the year resulted in a change in net position of \$(20,176). This change primarily results from depreciation expense in excess of debt service expense. The following is a summary of the changes in net position by fund:

Water operations	\$ 10,486
Sewer operations	178,027
Solid Waste operations	(148,759)
Nonmajor funds	<u>(59,930)</u>
Total	<u>\$ (20,176)</u>

D. FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS

As noted earlier, fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$41,858,738, a change of \$(3,421,891) in comparison with the prior year.

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was \$10,735,579, while total fund balance was \$15,939,783. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total general fund expenditures. Refer to the table below.

<u>General Fund</u>	<u>6/30/16</u>	<u>6/30/15</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 10,735,579	\$ 10,171,068	\$ 564,511	19.5%
Total fund balance ⁽¹⁾	\$ 15,939,783	\$ 14,549,738	\$ 1,390,045	29.0%

⁽¹⁾ Includes capital reserve funds.

The unassigned amount exceeded the City Council Fund Balance Policy minimum requirement of 18.5%.

The total General Fund balance increased by \$1,390,045 during the fiscal year. The following table highlights the change in our General Fund balance accounts (in thousands):

	<u>Unassigned</u>	<u>Assigned</u>	<u>Committed</u>	<u>Non- spendable</u>	<u>Total</u>
Beginning of year	\$ 10,171	\$ 960	\$ 3,266	\$ 153	\$ 14,550
Liquidation	960	(960)	-	-	-
Budgeted use of fund balance	(1,260)	-	-	-	(1,260)
Revenues and transfers over budget	458	-	-	-	458
Expenditures and transfers under budget	1,352	-	-	-	1,352
Transfers	(930)	930	-	-	-
Reserve fund changes	-	-	840	-	840
Other	(15)	-	-	15	-
End of Year	<u>\$ 10,736</u>	<u>\$ 930</u>	<u>\$ 4,106</u>	<u>\$ 168</u>	<u>\$ 15,940</u>

Included in the total general fund committed fund balance is the City's capital reserve accounts and other City Council approved reserves with the following balances:

	<u>6/30/16</u>	<u>6/30/15</u>	<u>Change</u>
Insured retention	\$ 635,950	\$ 818,113	\$ (182,163)
Highways	1,171,712	1,077,336	94,376
Economic development	363,067	92,842	270,225
Equipment	211,622	365,883	(154,261)
ERIP	127	127	-
OPEB	815,338	770,831	44,507
Building improvement	49,021	48,842	179
Fire apparatus replacement	156,005	53,634	102,371
Recreation reserve	650,000	-	650,000
Other	53,335	38,191	15,144
Total	<u>\$ 4,106,177</u>	<u>\$ 3,265,799</u>	<u>\$ 840,378</u>

Proprietary funds. Proprietary funds provide the same type of information found in the business-type activities reported in the government-wide financial statements, but in more detail.

Unrestricted net position of the enterprise funds at the end of the year amounted to \$3,472,819, a change of \$330,936 in comparison to the prior year.

Other factors concerning the finances of proprietary funds have already been addressed in the entity-wide discussion of business-type activities.

E. GENERAL FUND BUDGETARY HIGHLIGHTS

Differences between the original budget and the final amended budget resulted in an overall change in appropriations of \$2,061,426. The City passed resolutions in December 2015 to amend the budget by increasing transfers out to the capital reserve trust funds by \$960,000, funded by the budgetary use of fund balance. In addition, the City passed a resolution in June 2016 to amend the budget by appropriating \$650,000 for recreation purposes funded by unanticipated revenues and fund balance. Additionally, the City Council appropriated \$300,000 from unassigned fund balance as a transfer to the economic development reserve. Other City Council resolutions included minor supplemental appropriations as well as the transfer of funds between departmental line items.

Charges for services revenues exceeded budget amount primarily from ambulance revenues being approximately \$391,000 and motor vehicle registrations \$540,000 in excess of budget estimates. Property Tax Revenues were short of budget by \$471,000 due to additional reserves for abatements. A large portion of the unspent appropriation represents contingency funds, which are reported in the general overhead budget.

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets. Total investment in capital assets for governmental and business-type activities at year-end amounted to \$276,009,927 (net of accumulated depreciation), a change of \$15,386,202 from the prior year. This investment in capital assets includes land, buildings, system improvements, and machinery and equipment, park facilities, roads, highways and bridges.

Major capital asset events during the current fiscal year included construction and design costs for the Route 3 corridor, and other on-going infrastructure improvements.

Change in credit rating. The City of Concord, New Hampshire has maintained a Moody's credit rating of Aa1 for several years. In fiscal year 2016, the City maintained a Standard & Poor's credit rating of AA+.

Long-term debt. At the end of the current fiscal year, total bonded debt outstanding, including unamortized bond premiums, was \$82,186,008, all of which was backed by the full faith and credit of the government.

Additional information on capital assets and long-term debt can be found in Notes 8 and 11, respectively, of this report.

G. ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

Comments regarding local economic conditions can be found in the Transmittal letter section on the LOCAL ECONOMY.

Following is a comparison of the fiscal 2016 adopted to the fiscal 2017 adopted City General Fund budget and tax rate:

	2016 COUNCIL ADOPTED	2017 COUNCIL ADOPTED
<u>Use of Funds</u>		
Budget Appropriations	\$ 58,059,662	\$ 59,478,112
War Credits	261,225	261,225
Overlay	300,000	300,000
Total Uses of Funds	<u>\$ 58,620,887</u>	<u>\$ 60,039,337</u>
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 21,676,973	\$ 21,985,074
Amount to be raised by property taxes	36,943,914	38,054,263
Total Sources of Funds	<u>\$ 58,620,887</u>	<u>\$ 60,039,337</u>

(continued)

(continued)

	2016 COUNCIL ADOPTED	2017 COUNCIL ADOPTED
<u>TAX RATE DETERMINATION</u>		
Assessed Value (A.V.) in thousands of dollars*	\$ 3,779,545	\$ 3,867,334
Amount to be Raised	\$ 35,313,115	\$ 38,054,263
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 9.77	\$ 9.84 **
Prior Year Tax Rate/\$ 1,000 A.V.	9.38	9.60 *
Increase over Prior Year	\$ 0.39	\$ 0.24
% Change	4.16%	2.50%
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$3,853,334,193 for municipal purposes and a tax rate of \$9.60 per \$1,000 of assessed value.		
** Portion of Recommended Tax Rate Allocated to Debt Service		1.42
Portion of Prior Year Tax Rate Allocated to Debt Service		1.42
Increase over Prior Year		0.00
% Change		0.7%
** Portion of Recommended Tax Rate Allocated to All Other Costs		8.42
Portion of Prior Year Tax Rate Allocated to All Other Costs		8.18
Increase over Prior Year		0.24
% Change		2.93%

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the City of Concord's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Office of the Deputy City Manager - Finance
City of Concord, New Hampshire
41 Green Street
Concord, New Hampshire 03301

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET POSITION

JUNE 30, 2016

	Governmental Activities	Business-Type Activities	Total
ASSETS			
Current:			
Cash and short-term equivalents	\$ 50,048,318	\$ 16,190,403	\$ 66,238,721
Investments	18,718,776	-	18,718,776
Receivables, net of allowance for uncollectibles:			
Property taxes	31,831,214	-	31,831,214
Accounts	3,858,964	-	3,858,964
User fees	-	1,777,881	1,777,881
Intergovernmental	4,612	214,004	218,616
Loans	586,351	-	586,351
Other assets	387,105	230,296	617,401
Total current assets	105,435,340	18,412,584	123,847,924
Noncurrent:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental	-	1,600,204	1,600,204
Capital assets:			
Land and construction in progress	52,478,665	9,057,610	61,536,275
Other capital assets, net of accumulated depreciation	96,874,187	117,599,465	214,473,652
Total non-current assets	149,352,852	128,257,279	277,610,131
DEFERRED OUTFLOWS OF RESOURCES:			
Pension related	4,566,300	278,355	4,844,655
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	259,354,492	146,948,218	406,302,710
LIABILITIES			
Current:			
Accounts payable	2,034,530	787,622	2,822,152
Retainage payable	545,551	108,421	653,972
Accrued liabilities	2,540,267	432,427	2,972,694
Due to other governments	71,382	-	71,382
Notes payable	1,990,000	-	1,990,000
Other current liabilities	1,191,762	202,457	1,394,219
Current portion of long-term liabilities:			
Bonds and loans payable	4,803,870	3,509,388	8,313,258
Other liabilities	2,143,496	218,760	2,362,256
Total current liabilities	15,320,858	5,259,075	20,579,933
Noncurrent:			
Bonds and loans payable, net of current portion	44,572,017	29,300,733	73,872,750
Net pension liability	49,925,708	3,045,864	52,971,572
Other liabilities, net of current portion	12,860,442	1,360,000	14,220,442
Total non-current liabilities	107,358,167	33,706,597	141,064,764
DEFERRED INFLOWS OF RESOURCES:			
Non-pension related	54,498,677	226,363	54,725,040
Pension related	3,119,227	190,298	3,309,525
TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES	180,296,929	39,382,333	219,679,262
NET POSITION			
Net investment in capital assets	102,584,829	102,278,858	204,863,687
Restricted for:			
Grants and other statutory restrictions	2,016,242	-	2,016,242
Enabling legislation	1,087,654	-	1,087,654
Permanent funds:			
Nonexpendable	11,465,110	-	11,465,110
Debt service	-	1,814,208	1,814,208
Unrestricted	(38,096,272)	3,472,819	(34,623,453)
TOTAL NET POSITION	\$ 79,057,563	\$ 107,565,885	\$ 186,623,448

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2016

	<u>Expenses</u>	<u>Program Revenues</u>		
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
Governmental Activities:				
General government	\$ 8,098,118	\$ 2,838,579	\$ 3,802,473	\$ 9,203,833
Public safety	26,288,254	4,556,639	135,500	55,448
General services	11,339,476	92,528	-	-
Community development	4,913,433	1,363,586	-	60,856
Leisure and information services	4,831,033	627,166	-	-
Human services	808,266	-	24,444	-
Interest on long-term debt	1,772,950	-	-	-
Total Governmental Activities	58,051,530	9,478,498	3,962,417	9,320,137
Business-Type Activities:				
Water	4,999,970	5,905,710	38,045	-
Sewer	6,493,519	7,067,548	321,163	48,762
Solid Waste	3,792,440	2,657,151	-	-
Golf	948,340	994,807	-	-
Arena	620,745	607,275	-	-
Total Business-Type Activities	16,855,014	17,232,491	359,208	48,762
Total	\$ 74,906,544	\$ 26,710,989	\$ 4,321,625	\$ 9,368,899

General Revenues, Transfers &**Permanent Fund Contributions:****General Revenues:**

Property Taxes

Penalties, interest and other taxes

Grants and contributions not restricted
to specific programs

Investment income

Miscellaneous

Transfers, net

Permanent fund contributions

Total general revenues, transfers,
and contributions

Change in Net Position

Net Position:

Beginning of year

End of year

The accompanying notes are an integral part of these financial statements.

<u>Net (Expenses) Revenues and Changes in Net Position</u>		
<u>Governmental</u>	<u>Business-</u>	
<u>Activities</u>	<u>Type</u>	<u>Total</u>
	<u>Activities</u>	
\$ 7,746,767	\$ -	\$ 7,746,767
(21,540,667)	-	(21,540,667)
(11,246,948)	-	(11,246,948)
(3,488,991)	-	(3,488,991)
(4,203,867)	-	(4,203,867)
(783,822)	-	(783,822)
<u>(1,772,950)</u>	<u>-</u>	<u>(1,772,950)</u>
(35,290,478)	-	(35,290,478)
-	943,785	943,785
-	943,954	943,954
-	(1,135,289)	(1,135,289)
-	46,467	46,467
<u>-</u>	<u>(13,470)</u>	<u>(13,470)</u>
-	785,447	785,447
<u>(35,290,478)</u>	<u>785,447</u>	<u>(34,505,031)</u>
44,973,370	-	44,973,370
977,949	-	977,949
400	-	400
742,464	39,299	781,763
974,869	107,624	1,082,493
952,546	(952,546)	-
<u>405,986</u>	<u>-</u>	<u>405,986</u>
49,027,584	(805,623)	48,221,961
13,737,106	(20,176)	13,716,930
65,320,457	107,586,061	172,906,518
<u>\$ 79,057,563</u>	<u>\$ 107,565,885</u>	<u>\$ 186,623,448</u>

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2016

	<u>General</u>	<u>Major Capital Project Fund (Post 2008)</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS				
Cash and short-term equivalents	\$ 38,321,504	\$ 4,966,738	\$ 6,760,076	\$ 50,048,318
Investments	3,833,266	-	14,885,510	18,718,776
Receivables:				
Property taxes	31,831,214	-	-	31,831,214
Accounts	203,422	3,576,079	79,463	3,858,964
Intergovernmental	4,612	-	-	4,612
Loans	-	-	586,351	586,351
Due from other funds	134,987	-	-	134,987
Inventory	168,027	-	-	168,027
Other assets	215,103	-	3,975	219,078
TOTAL ASSETS	\$ 74,712,135	\$ 8,542,817	\$ 22,315,375	\$ 105,570,327
LIABILITIES				
Accounts payable	\$ 554,073	\$ 1,440,015	\$ 40,443	\$ 2,034,531
Retainage payable	-	308,355	237,197	545,552
Accrued liabilities	1,760,824	-	124,408	1,885,232
Other liabilities	1,023,051	54,228	1,990,000	3,067,279
Due to other funds	-	-	134,987	134,987
Due to other governments	71,382	-	-	71,382
TOTAL LIABILITIES	3,409,330	1,802,598	2,527,035	7,738,963
DEFERRED INFLOWS OF RESOURCES	55,363,022	-	609,604	55,972,626
FUND BALANCES				
Nonspendable	168,027	-	11,465,110	11,633,137
Restricted	-	4,597,864	6,507,754	11,105,618
Committed	4,106,177	2,214,549	3,225,051	9,545,777
Assigned	930,000	-	-	930,000
Unassigned	10,735,579	(72,194)	(2,019,179)	8,644,206
TOTAL FUND BALANCES	15,939,783	6,740,219	19,178,736	41,858,738
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ 74,712,135	\$ 8,542,817	\$ 22,315,375	\$ 105,570,327

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

RECONCILIATION OF TOTAL GOVERNMENTAL FUND
BALANCES TO NET POSITION OF GOVERNMENTAL
ACTIVITIES IN THE STATEMENT OF NET POSITION

JUNE 30, 2016

Total governmental fund balances	\$ 41,858,738
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	149,352,852
• Other long-term assets are not available to pay for current-period expenditures and, therefore, are deferred in the funds.	1,473,950
• Deferred outflows of resources related to pensions resulting from contributions subsequent to the measurement date will be recognized as an increase in pension expense in the year ended June 30, 2017.	4,566,300
• Deferred inflows of resources related to pensions resulting from projected vs. actual earnings, changes in experiences and changes in proportion will be recognized as a reduction of pension expense in the years ending June 30, 2017 through June 30, 2021.	(3,119,227)
• In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(769,517)
• Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds payable	(49,375,887)
Net pension liability	(49,925,708)
Net OPEB obligation	(12,247,472)
Other (compensated absences, landfill closure liability, etc)	<u>(2,756,466)</u>
Net position of governmental activities	\$ <u>79,057,563</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2016

	General	Major Capital Project Fund (Post 2008)	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:				
Taxes	\$ 43,195,386	\$ -	\$ 1,312,059	\$ 44,507,445
Licenses and permits	1,173,367	-	-	1,173,367
Intergovernmental	4,625,449	8,277,045	163,796	13,066,290
Charges for services	5,234,596	-	2,409,997	7,644,593
Investment income	155,474	-	586,990	742,464
Contributions	-	62,906	559,745	622,651
Miscellaneous	1,507,742	-	533,977	2,041,719
Total Revenues	55,892,014	8,339,951	5,566,564	69,798,529
Expenditures:				
Current:				
General government	7,273,232	1,780,933	2,816,987	11,871,152
Public safety	24,567,481	-	827,889	25,395,370
General services	7,373,838	-	429,737	7,803,575
Community development	2,902,880	-	369,055	3,271,935
Leisure and information services	4,237,059	-	-	4,237,059
Human services	782,138	-	-	782,138
Employee benefits	2,243,415	-	-	2,243,415
Debt service				
Principal	4,117,232	-	1,025,575	5,142,807
Interest	1,357,514	-	361,750	1,719,264
Capital outlay	75,000	15,341,482	1,933,769	17,350,251
Total Expenditures	54,929,789	17,122,415	7,764,762	79,816,966
Excess (deficiency) of revenues over expenditures	962,225	(8,782,464)	(2,198,198)	(10,018,437)
Other Financing Sources (Uses):				
Issuance of bonds	-	5,410,750	-	5,410,750
Bond premium	-	233,250	-	233,250
Transfers in	1,482,706	2,345,447	84,764	3,912,917
Transfers out	(1,054,886)	(6,393)	(1,899,092)	(2,960,371)
Total Other Financing Sources (Uses)	427,820	7,983,054	(1,814,328)	6,596,546
Net change in fund balance	1,390,045	(799,410)	(4,012,526)	(3,421,891)
Fund Balance, at Beginning of Year	14,549,738	7,539,629	23,191,262	45,280,629
Fund Balance, at End of Year	\$ 15,939,783	\$ 6,740,219	\$ 19,178,736	\$ 41,858,738

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
RECONCILIATION OF THE STATEMENT OF REVENUES,
EXPENDITURES, AND CHANGES IN FUND BALANCES OF
GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2016

Net Changes in Fund Balances - Total Governmental Funds	\$ (3,421,891)																		
<ul style="list-style-type: none"> Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense: <table> <tr> <td>Capital outlay purchases</td><td style="text-align: right;">21,223,232</td></tr> <tr> <td>Depreciation</td><td style="text-align: right;">(5,059,259)</td></tr> </table> Governmental funds report only the disposal of assets to the extent proceeds are received from the sale. In the Statement of Activities, a gain or loss is reported for each disposal. This is the amount of the gain of disposed capital assets reduced by the actual proceeds received from the sale of capital assets. <div style="text-align: right;">(24,910)</div> Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue. <div style="text-align: right;">1,126,463</div> The issuance of long-term debt (i.e., bonds) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position: <table> <tr> <td>Bond repayments</td><td style="text-align: right;">5,142,807</td></tr> <tr> <td>Issuance of bonds</td><td style="text-align: right;">(5,644,000)</td></tr> </table> In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. <div style="text-align: right;">(53,690)</div> Pension and OPEB related inflows and outflows are not reported as expenses in the statement of activities, but are recorded as expenditures in the governmental funds. <table> <tr> <td>Net pension liability</td><td style="text-align: right;">(2,497,168)</td></tr> <tr> <td>Pension related deferred inflows</td><td style="text-align: right;">3,959,185</td></tr> <tr> <td>Other post employment benefits</td><td style="text-align: right;">(986,818)</td></tr> </table> Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds. <table> <tr> <td>Compensated absences</td><td style="text-align: right;">(56,845)</td></tr> <tr> <td>Landfill liability</td><td style="text-align: right;">30,000</td></tr> </table> 	Capital outlay purchases	21,223,232	Depreciation	(5,059,259)	Bond repayments	5,142,807	Issuance of bonds	(5,644,000)	Net pension liability	(2,497,168)	Pension related deferred inflows	3,959,185	Other post employment benefits	(986,818)	Compensated absences	(56,845)	Landfill liability	30,000	
Capital outlay purchases	21,223,232																		
Depreciation	(5,059,259)																		
Bond repayments	5,142,807																		
Issuance of bonds	(5,644,000)																		
Net pension liability	(2,497,168)																		
Pension related deferred inflows	3,959,185																		
Other post employment benefits	(986,818)																		
Compensated absences	(56,845)																		
Landfill liability	30,000																		
Change in Net Position of Governmental Activities	\$ <u>13,737,106</u>																		

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2016

	<u>Budgeted Amounts</u>			Variance with Final Budget
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	<u>Positive (Negative)</u>
Revenues:				
Taxes	\$ 45,145,211	\$ 45,145,742	\$ 45,181,343	\$ 35,601
Licenses and permits	994,790	994,790	1,176,228	181,438
Intergovernmental	2,656,285	2,742,050	2,582,725	(159,325)
Charges for services	4,510,373	4,512,503	4,909,749	397,246
Investment income	68,690	68,690	102,606	33,916
Miscellaneous	<u>1,241,454</u>	<u>1,771,454</u>	<u>1,829,727</u>	<u>58,273</u>
Total Revenues	54,616,803	55,235,229	55,782,378	547,149
Expenditures:				
General government	7,850,373	7,990,373	7,348,231	642,142
Public safety	24,573,298	24,598,428	24,567,478	30,950
General services	7,835,305	7,715,305	7,373,838	341,467
Community development	2,890,137	2,890,137	2,902,880	(12,743)
Leisure and information services	4,374,514	4,394,514	4,237,059	157,455
Human services	852,999	852,999	782,138	70,861
Employee benefits	2,352,460	2,352,460	2,243,415	109,045
Debt service	<u>5,489,690</u>	<u>5,489,690</u>	<u>5,474,746</u>	<u>14,944</u>
Total Expenditures	<u>56,218,776</u>	<u>56,283,906</u>	<u>54,929,785</u>	<u>1,354,121</u>
Excess (deficiency) of revenue over expenditures	(1,601,973)	(1,048,677)	852,593	1,901,270
Other Financing Sources (Uses):				
Transfers in	3,442,859	3,625,859	3,535,955	(89,904)
Transfers out	(1,840,886)	(3,837,182)	(3,838,880)	(1,698)
Budgetary use of fund balance	<u>-</u>	<u>1,260,000</u>	<u>-</u>	<u>(1,260,000)</u>
Total Other Financing Sources (Uses)	<u>1,601,973</u>	<u>1,048,677</u>	<u>(302,925)</u>	<u>(1,351,602)</u>
Excess of expenditures and other financing uses over revenues and other financing sources	\$ <u>-</u>	\$ <u>-</u>	\$ <u>549,668</u>	\$ <u>549,668</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET POSITION

JUNE 30, 2016

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
ASSETS					
Current:					
Cash and short-term equivalents	\$ 6,645,867	\$ 8,600,253	\$ 662,917	\$ 281,366	\$ 16,190,403
User fees, net of allowance for uncollectibles	574,284	773,147	422,329	8,121	1,777,881
Intergovernmental receivables	-	214,004	-	-	214,004
Prepaid assets	11,932	13,975	1,209	2,731	29,847
Inventory	8,788	-	115,949	75,712	200,449
Total current assets	7,240,871	9,601,379	1,202,404	367,930	18,412,584
Noncurrent:					
Intergovernmental	-	1,600,204	-	-	1,600,204
Capital assets:					
Land and construction in progress	4,056,758	4,453,600	194,531	352,721	9,057,610
Other capital assets, net of accumulated depreciation	60,601,633	55,278,687	288,631	1,430,514	117,599,465
Total noncurrent assets	64,658,391	61,332,491	483,162	1,783,235	128,257,279
DEFERRED OUTFLOWS OF RESOURCES					
Pension related	124,458	153,897	-	-	278,355
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	72,023,720	71,087,767	1,685,566	2,151,165	146,948,218
LIABILITIES					
Current:					
Accounts payable	79,333	224,002	437,741	46,546	787,622
Retainage payable	65,296	43,125	-	-	108,421
Accrued liabilities	199,975	213,812	3,884	14,756	432,427
Other current liabilities	70,625	37,092	94,740	-	202,457
Current portion of long-term liabilities:					
Bonds and loans payable	1,426,124	1,941,227	22,000	120,037	3,509,388
Other liabilities	79,625	94,849	9,552	34,734	218,760
Total current liabilities	1,920,978	2,554,107	567,917	216,073	5,259,075
Noncurrent:					
Bonds and loans payable, net of current portion	13,316,739	15,047,244	239,150	697,600	29,300,733
Net pension liability	1,361,369	1,684,495	-	-	3,045,864
Other liabilities, net of current portion	680,000	680,000	-	-	1,360,000
Total noncurrent liabilities	15,358,108	17,411,739	239,150	697,600	33,706,597
DEFERRED INFLOWS OF RESOURCES					
Unavailable revenues	-	-	167,200	59,163	226,363
Pension related	85,055	105,243	-	-	190,298
TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES	17,364,141	20,071,089	974,267	972,836	39,382,333
NET POSITION					
Net investment in capital assets	53,649,600	47,413,662	222,012	993,584	102,278,858
Restricted for debt service	-	1,814,208	-	-	1,814,208
Unrestricted	1,009,979	1,788,808	489,287	184,745	3,472,819
TOTAL NET POSITION	\$ 54,659,579	\$ 51,016,678	\$ 711,299	\$ 1,178,329	\$ 107,565,885

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
 PROPRIETARY FUNDS
 STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION
 FOR THE YEAR ENDED JUNE 30, 2016

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
Operating Revenues:					
Charges for services	\$ 5,905,710	\$ 7,067,548	\$ 2,657,151	\$ 1,602,082	\$ 17,232,491
Other	<u>80,972</u>	<u>11,169</u>	<u>-</u>	<u>15,483</u>	<u>107,624</u>
Total Operating Revenues	5,986,682	7,078,717	2,657,151	1,617,565	17,340,115
Operating Expenses:					
Personnel	1,818,292	2,243,902	297,174	809,702	5,169,070
Non-personnel	917,896	1,559,011	3,453,581	600,922	6,531,410
Depreciation	<u>1,811,053</u>	<u>2,285,342</u>	<u>33,532</u>	<u>137,617</u>	<u>4,267,544</u>
Total Operating Expenses	<u>4,547,241</u>	<u>6,088,255</u>	<u>3,784,287</u>	<u>1,548,241</u>	<u>15,968,024</u>
Operating Income (Loss)	1,439,441	990,462	(1,127,136)	69,324	1,372,091
Nonoperating Revenues (Expenses):					
Investment income	17,690	20,954	-	655	39,299
Intergovernmental	38,045	321,163	-	-	359,208
Interest expense	<u>(452,729)</u>	<u>(405,264)</u>	<u>(8,153)</u>	<u>(20,844)</u>	<u>(886,990)</u>
Total Nonoperating Revenues (Expenses), Net	<u>(396,994)</u>	<u>(63,147)</u>	<u>(8,153)</u>	<u>(20,189)</u>	<u>(488,483)</u>
Income (Loss) Before Contributions and Transfers	1,042,447	927,315	(1,135,289)	49,135	883,608
Capital contributions	-	48,762	-	-	48,762
Transfers in	-	302,447	990,130	92,447	1,385,024
Transfers out	<u>(1,031,961)</u>	<u>(1,100,497)</u>	<u>(3,600)</u>	<u>(201,512)</u>	<u>(2,337,570)</u>
Change in Net Position	10,486	178,027	(148,759)	(59,930)	(20,176)
Net Position at Beginning of Year	<u>54,649,093</u>	<u>50,838,651</u>	<u>860,058</u>	<u>1,238,259</u>	<u>107,586,061</u>
Net Position at End of Year	<u>\$ 54,659,579</u>	<u>\$ 51,016,678</u>	<u>\$ 711,299</u>	<u>\$ 1,178,329</u>	<u>\$ 107,565,885</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2016

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
<u>Cash Flows From Operating Activities:</u>					
Receipts from customers and users	\$ 6,032,684	\$ 7,172,166	\$ 2,725,441	\$ 1,618,578	\$ 17,548,869
Payments to employees	(1,808,654)	(2,275,935)	(297,145)	(805,699)	(5,187,433)
Payments to vendors	(1,122,478)	(1,322,150)	(3,358,509)	(618,424)	(6,421,561)
Net Cash Provided By (Used For) Operating Activities	3,101,552	3,574,081	(930,213)	194,455	5,939,875
<u>Cash Flows From Noncapital Financing Activities:</u>					
Transfers in	-	302,447	990,130	92,447	1,385,024
Transfers out	(1,031,961)	(1,100,497)	(3,600)	(201,512)	(2,337,570)
Net Cash Provided by (Used For) Noncapital Financing Activities	(1,031,961)	(798,050)	986,530	(109,065)	(952,546)
<u>Cash Flows From Capital and Related Financing Activities:</u>					
Proceeds from issuance of bonds and notes	3,127,750	4,833,500	-	223,000	8,184,250
Principal payments on bonds and notes	(1,441,443)	(1,742,265)	(22,000)	(121,937)	(3,327,645)
Bond premium	147,250	126,500	-	-	273,750
Acquisition and construction of capital assets, net disposals	(1,090,574)	(2,146,929)	(8,331)	(268,851)	(3,514,685)
Capital contributions	38,045	369,925	-	-	407,970
Interest expense	(438,809)	(396,045)	(8,155)	(19,415)	(862,424)
Net Cash (Used For) Capital and Related Financing Activities	342,219	1,044,686	(38,486)	(187,203)	1,161,216
<u>Cash Flows From Investing Activities:</u>					
Investment income	17,690	20,954	-	655	39,299
Net Cash Provided by Investing Activities	17,690	20,954	-	655	39,299
Net Change in Cash and Short-Term Equivalents	2,429,500	3,841,671	17,831	(101,158)	6,187,844
Cash and Short-Term Equivalents, Beginning of Year	4,216,367	4,758,582	645,086	382,524	10,002,559
Cash and Short-Term Equivalents, End of Year	\$ 6,645,867	\$ 8,600,253	\$ 662,917	\$ 281,366	\$ 16,190,403
<u>Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used For) Operating Activities:</u>					
Operating income (loss)	\$ 1,439,441	\$ 990,462	\$ (1,127,136)	\$ 69,324	\$ 1,372,091
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:					
Depreciation	1,811,053	2,285,342	33,532	137,617	4,267,544
Changes in assets and liabilities:					
User fees	46,014	94,409	(35,210)	(2,185)	103,028
Inventory	-	-	5,494	-	5,494
Other assets	(2,736)	116,305	143	(13,180)	100,532
Accounts payable	(172,751)	96,650	100,792	(5,710)	18,981
Retainage payable	(25,943)	20,493	-	-	(5,450)
Compensated absences	13,032	(25,119)	27	4,003	(8,057)
Net pension liability	52,301	73,335	-	-	125,636
Deferred inflows	(101,917)	(124,877)	-	-	(226,794)
Deferred outflows	(7,779)	(9,372)	-	-	(17,151)
Other liabilities	50,837	56,453	92,145	4,586	204,021
Net Cash Provided By (Used For) Operating Activities	\$ 3,101,552	\$ 3,574,081	\$ (930,213)	\$ 194,455	\$ 5,939,875

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
FIDUCIARY FUNDS
STATEMENT OF FIDUCIARY NET POSITION
JUNE 30, 2016

	Agency Fund
<u>ASSETS</u>	
Cash and short-term equivalents	\$ <u>239,659</u>
Total Assets	\$ <u><u>239,659</u></u>
<u>LIABILITIES</u>	
Other liabilities	\$ <u>239,659</u>
Total Liabilities	\$ <u><u>239,659</u></u>

Full copy of the Fiscal Year 2016 Comprehensive Annual Financial Report is available on the city's website at concordnh.gov or in the City Clerk's Office.

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2016

*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				TOTAL Principal & Income								
				%	Balance Beginning Year	Additional/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	%	Earned During Year		Fees	Expended During Year	Balance End Year					
9/24/2009 5/13/2010 6/28/2013	Account 3053001210 Fund A																			
	Expendable - Cemetery																			
	8 CENE - Columbian																			
	Expendable - Library																			
	9 LE - Library																			
	10 LE - Dame Trust																			
	11 LE - Jim Soderstrom																			
	12 LE - Elizabeth Hoyt																			
	13 LE - Eugene & Irene Pantzer Family TR																			
	14 LE - J. Heatin																			
	Estate of Lucinda Biese																			
	Catherine L. Pappas																			
	Nelson Legacy																			
	62 NL - Nelson legacy																			
9/1/2008	DEDICATED INCOME																			
	64 DI - William Thayer																			
	65 DI - Henry Kimball																			
	66 DI - B.A. Kimball																			
	67 DI - Chester Larson																			
	Total Fund A																			
	Account 3053001201 Fund B																			
	Expendable - Conservation																			
	1 C-E Conservation Fund																			
	2 C-E Conservation Fund																			
	3 C-E Conservation Fund																			
	4 C-E Conservation Fund																			
	5 C-E Conservation Fund																			
	OPEB Trust																			
Total Fund B																				
9/1/2008	Account 3053001194 Fund C																			
	Non-Expendable Cemetery																			
	11 C-NE Individual Care																			
	12 C-NE Individual Care																			
	13 C-NE Individual Care																			
	14 C-NE Individual Care																			
	15 C-NE Individual Care																			
	16 C-NE Individual Care																			
	17 C-NE Individual Care																			
	18 C-NE Individual Care																			
	19 C-NE Individual Care																			
	20 C-NE Individual Care																			
	21 C-NE Individual Care																			
	22 C-NE Cemetery-General Care																			
23 C-NE Cemetery-Flowers																				
24 C-NE Single Grave Annex																				
25 C-NE Single Grave Annex																				
26 C-NE Shrub-Cemetery																				
27 C-NE Shrub-Cemetery																				
28 C-NE Flower-Cemetery																				
29 C-NE J. Eastman Pecker																				

Prepared By Citizens Private Bank and Trust
1/25/2017

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2016

FUND	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				TOTAL
				Balance Beginning Year	Balance End Year	Gains or (Losses) on Sale of Securities	Balance Beginning Year	Earned During Year	Fees	Expended During Year	Balance End Year	
30 C-NE	Edith & Emily	Landscaping	Stocks & Bonds	1,116.42	1,150.11	31.69	4,680.43	30.20	(4.82)		4,705.72	5,885.83
31 C-NE	A.C. Camoli	Flowers/Care	Stocks & Bonds	956.56	983.67	27.11	52.53	25.83	(4.21)		74.15	1,057.81
32 C-NE	Mrs. H.A. Kimball	Cemetery Care	Stocks & Bonds	2,761.47	2,860.29	78.82	3,466.15	75.11	(12.23)		3,409.03	6,289.32
33 C-NE	Sen. Styles Bridges	Care & Preservation	Stocks & Bonds	2,583.23	2,658.44	73.20	3,555.07	69.78	(11.36)		3,613.46	6,289.90
34 C-NE	Judge Edwin Page	Cemetery Care	Stocks & Bonds	822.07	846.39	23.32	654.56	22.23	(1.36)		673.16	1,519.55
35 C-NE	Alvin P. Dunbar	Monument Care	Stocks & Bonds	266.78	274.34	7.56	304.02	7.25	(1.17)		310.05	584.38
36 C-NE	Caroline DeFaul	Mausoleum	Stocks & Bonds	30,011.20	30,861.66	850.46	22,587.08	819.42	(32.01)		23,265.50	54,127.16
37 C-NE	Thompson Monument	Flowers	Stocks & Bonds	28,036.81	28,831.32	794.51	8,238.28	75.10	(12.33)		8,901.61	37,732.93
38 C-NE	Miner Enclosure	Cemetery	Stocks & Bonds	5,116.98	5,264.04	147.06	487.15	138.23	(22.52)		602.87	5,906.91
39 C-NE	Imp. & Ornamentation	Cemetery	Stocks & Bonds	15,414.44	15,851.25	436.82	21,132.78	410.25	(30.00)		21,430.16	37,281.41
40 C-NE	Frank J. Sullivan	Cemetery	Stocks & Bonds	11,523.61	11,850.17	326.56	6,579.23	311.18	(30.00)		6,839.72	18,689.89
				3,052.51	3,139.01	86.50	1,912.02	82.43	(13.43)		1,881.02	5,020.04
Non-Expendable Library												
38 L-NE	Abigail Walker	Schools	Stocks & Bonds	2,259.18	2,323.20	64.02	(0.00)	61.01	(9.94)		51.07	2,374.26
39 L-NE	Library-Books	David Osgood	Stocks & Bonds	556.29	572.05	15.76	50.81	15.02	(2.45)		63.39	635.44
40 L-NE	Library-Books	Stephen Abbot	Stocks & Bonds	2,761.47	2,860.29	78.82	3,466.15	75.11	(12.23)		3,409.03	3,177.22
41 L-NE	Library-Books	William Chase	Stocks & Bonds	2,848.13	2,928.84	80.71	260.77	78.91	(28.02)		325.16	3,254.00
42 L-NE	Library-Books	Cogswell Coll.	Stocks & Bonds	6,369.05	6,549.54	180.49	581.61	171.99	(28.02)		725.58	7,275.12
43 L-NE	Library-Books	C.R. Covey	Stocks & Bonds	55,327.82	56,895.71	1,567.89	2,307.55	1,494.06	(243.37)		3,759.24	60,653.95
44 L-NE	Library-Books	Joe Hazelline	Stocks & Bonds	9,781.32	9,438.42	280.10	836.30	247.85	(40.37)		1,045.78	10,484.20
45 L-NE	Library-Books	G.P. Lynn	Stocks & Bonds	2,761.47	2,860.29	78.82	3,466.15	75.11	(12.23)		3,409.03	3,177.22
46 L-NE	Library-Books	Franklin Pierce	Stocks & Bonds	1,379.32	1,416.41	37.09	126.53	37.25	(8.07)		157.71	1,576.12
47 L-NE	Library-Books	Thomas Valley	Stocks & Bonds	208.48	212.33	3.85	19.02	5.58	(0.91)		23.69	236.02
48 L-NE	Library-Books	Seth Jones	Stocks & Bonds	4,223.09	4,342.77	119.67	395.73	114.04	(18.56)		481.20	4,823.97
49 L-NE	Library-Books	Corn, Books, Lib	Stocks & Bonds	2,761.47	2,860.29	78.82	3,466.15	75.11	(12.23)		250.61	3,110.90
50 L-NE	Library-Books	Building fund	Stocks & Bonds	19,730.25	20,433.34	703.09	2,600.71	536.57	(67.40)		2,043.88	23,483.21
51 L-NE	Library-Books	G. Blanchard	Stocks & Bonds	170,536.28	175,368.95	4,832.67	18,310.52	4,805.14	(750.14)		20,165.52	195,534.46
52 L-NE	Library-Books	New Library Fund	Stocks & Bonds	52,310.43	53,792.83	1,482.38	6,820.60	1,412.58	(230.10)		8,003.09	61,795.91
53 L-NE	Library-Books	S.G. Eastman	Stocks & Bonds	121,885.42	125,442.26	3,556.84	11,485.98	3,294.08	(536.58)		14,223.48	139,685.73
54 L-NE	Library-Books	Dr. M. Atchison Estate	Stocks & Bonds	2,307.34	2,578.40	271.06	303.17	67.71	(11.03)		259.85	2,938.25
55 L-NE	Library-Books	Books & Periodicals	Stocks & Bonds	239,645.94	246,437.05	6,791.10	19,880.52	6,471.36	(1,054.14)		25,297.75	271,734.79
56 L-NE	Library-Books		Stocks & Bonds	205,264.58	211,101.95	5,837.37	24,388.53	5,543.48	(902.99)		29,009.02	240,110.98
57 L-NE	Library-Books		Stocks & Bonds	4,190.86	4,306.62	115.76	4,526.04	113.17	(18.43)		4,620.78	8,930.40
58 L-NE	Library-Books	B-Con Square	Stocks & Bonds	5,540.19	5,897.19	356.00	0.00	149.61	(24.37)		(0.00)	5,967.18
59 L-NE	Library-Books	Female Charity Society	Stocks & Bonds	1,247.25	1,282.59	35.34	1,711.77	33.88	(5.49)		1,739.96	3,022.56
60 L-NE	Library-Books	Eastman Park	Stocks & Bonds									
Total Fund C				8,119,168.63	8,399,922.18	230,081.95	83,175.64	219,248.81	(35,714.01)	(116,904.82)	558,403.52	8,998,327.70
CAPITAL RESERVE FUNDS												
68	Self-Insurance 8488		Cash Equivalents	651,898.84	466,731.11	0.00	166,213.73	3,004.82			169,218.65	635,949.76
69	Landfill Closure 8469		Cash Equivalents	0.00	0.00	0.00	9,688.14	35.59			9,723.73	9,723.73
70	Duglin Block 8470		Cash Equivalents	133,492.67	11,248.67	0.00	47,453.33	281.21			47,744.54	58,993.21
71	Highway 8471		Cash Equivalents	626,750.27	1,155,446.27	0.00	250,578.44	3,899.98			80,724.69	1,171,712.23
72	Economic Development 8472		Cash Equivalents	69,953.86	345,000.00	0.00	22,888.21	225.51			18,067.58	363,067.58
73	Revaluation		Cash Equivalents	0.00	0.00	0.00	0.00	0.00			0.00	0.00
74	53rd Week		Cash Equivalents	0.00	0.00	0.00	0.00	0.00			0.00	0.00
75	Equipment 8473		Cash Equivalents	383,148.29	208,149.29	0.00	2,733.45	739.35			3,472.80	211,622.09
76	Mountain Green 8474		Cash Equivalents	362,189.97	112,189.97	0.00	41,314.21	718.39			42,038.60	154,222.57
77	Fire Apparatus Replacement 8475		Cash Equivalents	47,869.20	149,869.20	0.00	5,964.81	371.62			6,336.43	156,005.64
78	Donor Economic Dev 8476		Cash Equivalents	0.00	0.00	0.00	11,090.80	40.73			11,131.53	11,131.53
79	SWMS Project 8477		Cash Equivalents	0.00	0.00	0.00	0.00	0.00			0.00	0.00
80	Education & Training 8478		Cash Equivalents	8,333.52	23,333.52	0.00	50.68	32.73			83.41	23,416.93
				48,536.22	48,536.22	0.00	305.47	179.37			484.84	49,021.06

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2016

4 Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME					TOTAL	
				%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year
			Cash Equivalents	0.69%	20,000.00			0.00	20,000.00	118.65	73.91			192.56	20,192.56
	81 Parks and Grounds 8480														

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2016

*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME					TOTAL Principal & Income		
				%	Balance Beginning Year	Additional/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees		Expended During Year	Balance End Year
	82 Water Fund Fuel Reserve 8461		Cash Equivalents	3.45%	100,000.01			0.00	100,000.01	406.35	3.45%	368.76			775.11	100,775.12
	84 Water Investment Fee 8482		Cash Equivalents	3.35%	96,804.64	32,890.00		0.00	129,794.64	232.88	3.35%	355.53			588.41	130,383.05
	85 Wastewater Investment Fee 8483		Cash Equivalents	5.72%	165,702.79	59,705.80		0.00	225,408.59	321.77	5.72%	608.55			928.32	226,336.91
	86 ERIP 8484		Cash Equivalents	0.00%				0.00		128.85	0.00%	0.50			127.35	127.35
	87 Recreation Reserve		Cash Equivalents	0.00%	0.00	650,000.00		0.00	650,000.00	0.00	0.00%				0.00	650,000.00
	TOTAL CAPITAL RESERVE FUNDS			100.00%	2,894,587.29	2,968,773.34	(2,282,311.86)	0.00	3,581,048.77	559,488.77	100.00%	10,743.65	0.00	(178,899.87)	391,632.55	3,972,681.32
	TOTAL OF ALL FUNDS				14,566,384.76	3,462,702.77	(2,478,446.89)	309,733.29	15,820,374.13	1,539,030.83		318,032.74	(50,086.25)	(286,571.20)	1,510,404.12	17,330,778.25

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2016

HOW INVESTED										PRINCIPAL		INCOME			TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additional/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year									
CITY OF CONCORD FUND C - #3053001184																		
150,000	Federal Farm Credit Bank	148,231.50				148,231.50	0.00	7,500.00	(7,500.00)	0.00	148,231.50	163,476.00	(5,457.00)	158,019.00				
100,000	Federal Farm Credit Bank	99,781.00				99,781.00	0.00	2,030.00	(2,030.00)	0.00	99,781.00	102,000.00	1,651.00	101,920.00				
100,000	Federal Farm Credit Bank	100,414.00	100,414.00			100,414.00	0.00	337.78	(337.78)	0.00	100,414.00	0.00	1,506.00	101,920.00				
50,000	Federal Home Loan Bank	50,162.00				50,162.00	0.00	1,000.00	(1,000.00)	0.00	50,162.00	48,962.50	2,552.50	51,515.00				
150,000	Federal Home Loan Bank	150,219.00				150,219.00	0.00	3,000.00	(3,000.00)	0.00	150,219.00	152,905.50	2,272.50	155,178.00				
100,000	Federal Home Loan Bank	100,082.00				100,082.00	0.00	1,250.00	(1,250.00)	0.00	100,082.00	100,876.00	43.00	100,919.00				
150,000	Federal Home Loan Bank	150,962.40				150,962.40	0.00	2,437.50	(2,437.50)	0.00	150,962.40	150,747.00	2,647.50	153,394.50				
150,000	Fed Home Ln Mtg Corp	146,980.50				146,980.50	0.00	2,092.50	(2,092.50)	0.00	146,980.50	147,868.50	4,393.50	152,262.00				
100,000	Fed Home Ln Mtg Corp	100,920.00				100,920.00	0.00	2,000.00	(2,000.00)	0.00	100,920.00	100,462.00	3,119.00	103,581.00				
100,000	Apple	102,423.00				102,423.00	0.00	5,650.00	(5,650.00)	0.00	102,423.00	101,470.00	4,145.00	105,615.00				
100,000	Bank of America FDC Corp	99,750.00	99,750.00			99,750.00	0.00	1,319.86	(1,319.86)	0.00	99,750.00	100,851.00	2,198.00	101,948.00				
100,000	BB&T Corporation	100,377.00				100,377.00	0.00	2,701.81	(2,701.81)	0.00	100,377.00	100,224.00	2,463.00	102,787.00				
150,000	Berkshire Hathaway	151,449.00				151,449.00	0.00	3,000.00	(3,000.00)	0.00	151,449.00	152,149.50	1,184.00	153,313.50				
150,000	Boeing Company	154,495.50				154,495.50	0.00	7,312.50	(7,312.50)	0.00	154,495.50	169,243.50	5,848.00	169,657.00				
100,000	Cargill Inc.	101,521.00				101,521.00	0.00	1,900.00	(1,900.00)	0.00	101,521.00	101,144.00	(482.00)	100,662.00				
100,000	Costco Whel Corp	99,501.00		(3,822.00)	96,406.00	99,501.00	0.00	1,125.00	(1,125.00)	0.00	99,501.00	99,844.00	753.00	100,597.00				
0	EMC Corp Mass	100,228.00				0.00	0.00	953.12	(953.12)	0.00	0.00	100,194.00	(3,760.00)	0.00				
100,000	Exxon Mobil Corp	98,980.00				98,980.00	0.00	2,397.00	(2,397.00)	0.00	98,980.00	98,101.00	4,459.00	102,560.00				
100,000	GlaxoSmithline Cap	100,699.00				100,699.00	0.00	1,500.00	(1,500.00)	0.00	100,699.00	100,699.00	(192.00)	100,507.00				
100,000	Intel Corp	100,171.00				100,171.00	0.00	1,950.00	(1,950.00)	0.00	100,171.00	101,059.00	773.00	100,308.00				
150,000	JNJ	150,282.00	150,282.00			150,282.00	0.00	(6.87)	6.87	0.00	150,282.00	0.00	2,295.00	152,577.00				
0	JPMorgan Chase & Co.	0.00		(2,540.00)	100,000.00	0.00	0.00	2,575.00	(2,575.00)	0.00	0.00	100,928.00	(926.00)	0.00				
100,000	Oracle Corp	102,540.00				102,540.00	0.00	2,375.00	(2,375.00)	0.00	102,540.00	101,468.00	1,471.00	102,967.00				
0	Shell International	92,983.50	92,983.50		90,000.00	0.00	0.00	1,482.50	(1,482.50)	0.00	0.00	90,535.50	(333.50)	0.00				
50,000	Toyota Mtr. Crd Corp	51,398.00				51,398.00	0.00	875.00	(875.00)	0.00	51,398.00	50,891.50	(301.00)	50,390.50				
100,000	US Bancorp	100,349.00				100,349.00	0.00	2,950.00	(2,950.00)	0.00	100,349.00	98,423.00	5,635.00	104,064.00				
150,000	US Treas Note	150,837.89				150,837.89	0.00	2,625.00	(2,625.00)	0.00	150,837.89	145,080.50	8,849.50	154,740.00				
150,000	US Treas Note	156,750.00				156,750.00	0.00	3,375.00	(3,375.00)	0.00	156,750.00	149,086.50	10,821.50	160,008.00				
100,000	US Treas Note	99,871.10	99,871.10			99,871.10	0.00	256.80	(256.80)	0.00	99,871.10	0.00	687.90	100,539.00				
0	Abbott Laboratories	51,308.46	87,366.17	16,057.69		0.00	0.00	640.00	(640.00)	0.00	0.00	77,301.00	(9,934.83)	0.00				
870	Accurate PLC Ireland	67,710.36				67,710.36	0.00	1,914.00	(1,914.00)	0.00	67,710.36	84,198.60	14,363.70	98,582.30				
0	ACE Ltd	0.00				0.00	0.00	405.35	(405.35)	0.00	0.00	0.00	0.00	0.00				
587	Air Products and Chemicals, Inc	28,918.82				28,918.82	0.00	1,931.23	(1,931.23)	0.00	28,918.82	80,319.21	3,058.27	83,377.48				
900	Align Technology Inc.	55,451.79	55,451.79			55,451.79	0.00	0.00	0.00	0.00	55,451.79	0.00	17,043.21	72,495.00				
103	Alphabet Inc. Com Cl C	30,041.20	30,041.20			30,041.20	0.00	0.00	0.00	0.00	30,041.20	0.00	41,245.10	71,286.30				
103	Alphabet Inc. NPV A	30,199.86	30,199.86			30,199.86	0.00	0.00	0.00	0.00	30,199.86	0.00	42,283.73	72,463.59				
0	American Intl Group Inc.	0.00		4,294.55	92,005.45	0.00	0.00	1,412.40	(1,412.40)	0.00	0.00	98,221.10	(7,215.65)	0.00				
575	Amgen	41,114.92				41,114.92	0.00	2,058.50	(2,058.50)	0.00	41,114.92	88,274.00	(787.75)	87,486.25				
640	Aon PLC Cl A	80,903.90	70,307.78			70,307.78	0.00	3,348.36	(3,348.36)	0.00	70,307.78	197,168.10	(46,884.90)	89,907.20				
1,310	AT & T Inc.	42,014.87				42,014.87	0.00	2,469.00	(2,469.00)	0.00	42,014.87	46,531.20	10,073.90	150,283.20				
3,060	Bank of America Corporation	35,004.00				35,004.00	0.00	612.00	(612.00)	0.00	35,004.00	52,081.20	(1,250.88)	51,203.75				
420	Bard CR Inc	64,009.04				64,009.04	0.00	462.40	(462.40)	0.00	64,009.04	90,471.00	30,784.23	98,767.20				
0	BB&T Corp	36,032.85				36,032.85	0.00	337.00	(337.00)	0.00	36,032.85	62,480.50	(4,557.23)	0.00				
535	Berkshire Hathaway Inc. Del Cl B New	73,004.51		9,213.13	22,468.03	73,004.51	0.00	0.00	0.00	0.00	73,004.51	0.00	4,458.14	77,462.65				
360	Boeing Company	19,328.44	20,514.38	4,489.74		32,864.98	0.00	1,762.70	(1,762.70)	0.00	32,864.98	45,777.60	(6,173.21)	46,753.20				
3,355	Boston Scientific Corp	66,089.64	20,063.64	3,005.47		49,001.27	0.00	0.00	0.00	0.00	49,001.27	80,092.50	18,407.69	78,408.35				
0	Charles Schwab Corp New	13,681.36	62,329.41	2,160.35		76,060.77	0.00	333.90	(333.90)	0.00	76,060.77	78,890.75	(14,561.34)	0.00				
0	Chevron Corp	13,681.36	32,328.58	16,848.22	32,328.58	0.00	0.00	749.00	(749.00)	0.00	0.00	33,764.50	(1,434.92)	0.00				
605	Chubb Limited	42,035.32	61,127.75	16,127.75		112,775.00	0.00	810.70	(810.70)	0.00	112,775.00	79,091.65	12,659.90	81,751.55				
935	Cintas Corporation	62,570.61	42,035.32	42,035.32		61,275.00	0.00	881.75	(881.75)	0.00	61,275.00	67,002.40	3,001.20	70,003.60				
2,440	Cisco Systems	76,320.57	62,570.61	62,570.61		76,320.57	0.00	2,171.60	(2,171.60)	0.00	76,320.57	75,402.60	(17,540.25)	57,862.35				
515	Citigroup Inc.	0.00	56,760.11	16,848.22		56,760.11	0.00	1,189.65	(1,189.65)	0.00	56,760.11	0.00	14,510.74	71,270.85				

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2016

HOW INVESTED				PRINCIPAL			INCOME			TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additional/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year				
1,055	Colgate-Palmolive Co.	50,829.91				50,829.91	1,614.15	(1,614.15)	0.00	50,829.91	69,007.55	8,218.45	77,226.00
1,405	Concast Corp New Cl A	53,401.74	31,502.10			84,903.84	1,308.88	(1,308.88)	0.00	84,903.84	52,923.20	7,166.65	91,591.95
1,415	ConcoPhillips	57,188.15	23,434.05			80,622.20	1,821.60	(1,821.60)	0.00	80,622.20	56,497.20	(18,237.25)	61,694.00
905	CVS Health Corporation	53,302.64		12,323.05	23,495.68	42,130.03	1,774.76	(1,774.76)	0.00	42,130.03	120,087.60	(9,947.24)	86,544.70
1,080	Danaher Corp	70,895.00				70,895.00	610.20	(610.20)	0.00	70,895.00	92,437.20	16,642.80	109,080.00
0	Devita Healthcare Partners Inc.	73,708.42		(1,579.44)	72,126.98	72,126.98	0.00	0.00	0.00	72,126.98	86,622.30	(14,495.32)	0.00
465	Dominos Pizza Inc.	58,442.25	53,558.38			111,999.63	641.70	(641.70)	0.00	111,999.63	56,142.90	7,533.32	61,091.70
245	Duke Energy Corp New	58,442.25				58,442.25	2,623.52	(2,623.52)	0.00	58,442.25	0.00	12,060.15	68,203.75
0	El Lilly & Co.	0.00	78,328.42	(8,023.62)	68,304.60	67,542.62	914.05	(914.05)	0.00	67,542.62	0.00	(8,023.62)	0.00
615	Equifax Inc.	52,173.06				52,173.06	202.95	(202.95)	0.00	52,173.06	94,848.00	12,015.60	106,863.60
805	Facebook Inc.	51,077.90				51,077.90	0.00	0.00	0.00	51,077.90	0.00	10,559.53	91,995.40
745	Fidelity Inc.	60,288.85				60,288.85	1,938.55	(1,938.55)	0.00	60,288.85	87,057.65	(1,878.25)	81,003.85
685	General Dynamics	35,720.02				35,720.02	1,573.20	(1,573.20)	0.00	35,720.02	45,434.70	8,396.10	53,830.80
1,710	General Electric Co.	46,502.97	17,371.65			63,874.62	2,035.20	(2,035.20)	0.00	63,874.62	50,705.20	18,933.55	87,010.40
1,220	General Mills Inc.	0.00	72,842.55			72,842.55	352.50	(352.50)	0.00	72,842.55	0.00	(10,277.55)	62,565.00
750	Gilead Sciences Inc.	30,199.86	(30,199.86)			0.00	0.00	0.00	0.00	0.00	55,624.12	(25,424.26)	0.00
0	Google Inc. Cl A	30,041.20	(30,040.62)	(0.58)		0.00	0.00	0.00	0.00	0.00	53,612.53	(23,571.91)	0.00
0	Google Inc. Cl C	0.00	51,938.57			51,938.57	0.00	0.00	0.00	51,938.57	0.00	1,044.18	52,983.75
1,065	Hain Celestial Group Inc.	16,584.15				16,584.15	197.00	(197.00)	0.00	16,584.15	65,640.40	(5,834.62)	0.00
0	Hanesbrands Inc.	50,963.32		43,221.43	59,805.58	50,963.32	1,290.00	(1,290.00)	0.00	50,963.32	49,006.95	4,211.85	53,818.60
645	Harris Corporation	0.00	68,098.84			68,098.84	0.00	0.00	0.00	68,098.84	0.00	(3,410.44)	64,688.40
840	HCA Holdings Inc.	0.00	74,357.97			74,357.97	0.00	0.00	0.00	74,357.97	0.00	(1,574.67)	72,783.30
570	Home Depot Inc.	0.00	50,926.14			50,926.14	883.59	(883.59)	0.00	50,926.14	0.00	6,652.26	57,578.40
465	Honeywell Intl Inc.	0.00	52,666.76			52,666.76	299.75	(299.75)	0.00	52,666.76	0.00	4,100.44	56,767.20
545	Illinois Tool Works	0.00	52,666.76			52,666.76	299.75	(299.75)	0.00	52,666.76	0.00	4,100.44	56,767.20
895	Johnson & Johnson	61,938.80	19,774.38	6,982.16	22,707.55	92,762.75	2,519.75	(2,519.75)	0.00	92,762.75	94,048.90	(8,149.00)	108,583.50
1,450	JPMorgan Chase & Co.	92,762.75				92,762.75	2,552.00	(2,552.00)	0.00	92,762.75	88,252.00	(8,149.00)	100,103.00
640	Kimberly Clark	38,273.99	29,077.21			67,351.20	1,785.60	(1,785.60)	0.00	67,351.20	38,149.20	(8,156.57)	87,987.20
47	Kimberly Clark	47,834.81		(9,356.73)	38,478.08	0.00	181.00	(181.00)	0.00	0.00	46,634.65	(8,156.57)	0.00
1,565	Marsh & McLennan Companies	68,809.23				68,809.23	1,940.60	(1,940.60)	0.00	68,809.23	86,735.50	18,404.40	107,139.90
0	McGraw-Hill Financial, Inc.	0.00	0.00			0.00	434.70	(434.70)	0.00	0.00	0.00	0.00	0.00
0	Mead Johnson Nutrition Co.	67,589.39		(8,048.93)	59,539.46	0.00	0.00	0.00	0.00	0.00	71,273.80	(11,734.34)	0.00
2,165	Microsoft Corp	86,627.70		8,248.31	23,428.79	71,447.22	3,648.75	(3,648.75)	0.00	71,447.22	115,893.75	18,318.09	110,783.05
375	Monster Beverage Corp New	48,883.74		18,715.90	40,442.01	27,157.63	0.00	0.00	0.00	27,157.63	90,463.50	10,244.76	60,266.25
650	Nextera Energy Inc. Com	38,853.75				38,853.75	2,132.00	(2,132.00)	0.00	38,853.75	63,718.50	21,040.50	84,760.00
1,350	Nike, Inc. Class B	92,331.12		19,617.31	56,302.45	55,645.98	1,203.20	(1,203.20)	0.00	55,645.98	120,982.40	9,840.05	74,520.00
0	Noble Corp Pfc	0.00	28,756.05	(6,520.62)	21,237.43	0.00	399.50	(399.50)	0.00	0.00	0.00	(8,520.62)	0.00
0	Nvidia Corp	76,089.86		33,984.47	110,074.33	0.00	778.88	(778.88)	0.00	0.00	73,803.70	36,270.63	0.00
334	O'Reilly Automotive Inc New	50,503.08	25,017.20			75,520.28	435.00	(435.00)	0.00	75,520.28	51,749.42	13,760.78	90,547.40
0	Occidental Petroleum Corp	58,018.61		(15,571.28)	42,447.33	0.00	0.00	0.00	0.00	0.00	45,108.60	(2,659.27)	0.00
705	PepsiCo	27,867.34				27,867.34	2,018.29	(2,018.29)	0.00	27,867.34	65,604.70	8,853.00	74,487.70
1,910	Pfizer Inc	24,060.39	18,815.18			42,875.57	2,051.80	(2,051.80)	0.00	42,875.57	44,027.25	4,008.67	67,251.10
880	PNC Financial Services Group	57,900.25				57,900.25	1,795.20	(1,795.20)	0.00	57,900.25	84,172.00	(12,548.80)	71,623.20
1,210	Principal Financial Group Inc.	0.00	52,945.61			52,945.61	0.00	0.00	0.00	52,945.61	0.00	(3,202.71)	49,743.10
0	Rockwell Collins Inc.	73,279.40		12,990.25	86,269.65	0.00	826.65	(826.65)	0.00	0.00	90,041.25	(7,711.00)	0.00
630	SAP Global Inc. Com	0.00	59,860.45			59,860.45	226.80	(226.80)	0.00	59,860.45	80,297.80	7,713.35	87,573.80
385	Schein Henry Inc.	87,245.34		3,976.97	25,400.27	45,822.04	0.00	0.00	0.00	45,822.04	38,500.00	(11,540.00)	26,980.00
500	State Street Corp	14,119.45		15,282.61	62,118.70	14,119.45	680.00	(680.00)	0.00	14,119.45	68,229.00	(4,108.30)	0.00
0	TE Connectivity LTD	46,837.09				46,837.09	1,019.70	(1,019.70)	0.00	46,837.09	81,128.25	17,545.50	98,673.75
1,575	Thermo Fisher Scientific Inc.	77,028.96				77,028.96	2,331.00	(2,331.00)	0.00	77,028.96	49,957.80	6,930.00	86,867.60
385	Time Warner Inc.	23,545.41		3,639.29	23,262.75	23,545.41	1,714.82	(1,714.82)	0.00	23,545.41	107,077.25	(17,260.80)	86,553.70
905	TJX Companies	75,121.06		10,808.58	21,183.25	38,960.58	1,205.95	(1,205.95)	0.00	38,960.58	89,660.35	14,159.00	82,638.10
1,070	TJX Companies New	48,325.27		25,075.64	54,201.28	0.00	0.00	0.00	0.00	0.00	60,456.85	(6,255.57)	0.00
0	United Technologies Corp	72,264.13				72,264.13	0.00	0.00	0.00	0.00	75,940.00	11,904.00	87,544.00
620	UnitedHealth Group Inc.	29,125.64	20,054.42	(1,499.08)	20,618.14	56,498.59	2,761.50	(2,761.50)	0.00	56,498.59	63,226.00	(14,467.28)	84,195.00
945	Valero Energy Corp New	58,551.39				58,551.39	0.00	0.00	0.00	58,551.39	0.00	0.00	0.00

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2016

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL					INCOME			TOTAL Principal & Income
		Balance Beginning Year	Additional/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	
1,560	Verizon Communications	41,578.21	26,327.11			67,903.32	2,346.04	(2,346.04)	0.00	67,903.32
1,700	Visa Inc.	37,400.72				37,400.72	918.00	(918.00)	0.00	37,400.72
1,415	Wells Fargo & Co. New	52,004.67		15,880.69	32,000.56	37,400.72	0.00	0.00	0.00	37,400.72
975	Wynncor Worldwide Corp	61,601.35				35,820.67	3,085.25	(3,085.25)	0.00	35,820.67
0.00	Shares Gold TR	111,349.20		63,396.97	174,746.17	61,601.35	1,764.00	(1,764.00)	0.00	61,601.35
0.00	Shares NASDAQ Biotechnology ETF	22,968.90		28,023.90	49,022.80	0.00	0.00	0.00	0.00	0.00
5,000.00	Shares S&P 500 Growth Index Fd.	346,679.55				0.00	32.77	(32.77)	0.00	0.00
2,220.00	Shares US Equip & Svcs ETF	76,007.90				0.00	9,407.00	(9,407.00)	0.00	0.00
1,470.00	Seried Sector SPDR Energy	104,931.27				0.00	258.06	(258.06)	0.00	0.00
3,307.00	SPDR S&P Midcap 400 EFT TR	386,181.24				0.00	2,554.80	(2,554.80)	0.00	0.00
2,935.00	SPDR S&P 500 EFT TR	375,714.07				0.00	1,659.83	(1,659.83)	0.00	0.00
20,040.80	Transperian Institutional Foreign Equity Series	468,721.97				0.00	12,050.54	(12,050.54)	0.00	0.00
20,167.60	Transperian International Equity I	386,181.24				0.00	12,050.54	(12,050.54)	0.00	0.00
10,252.28	Vanguard Internl-Tm Bd Indx Adm#5314	375,714.07				0.00	8,235.97	(8,235.97)	0.00	0.00
	Cash & Cash Equivalents		284,000.00		281,665.09	284,000.00	0.00	0.00	0.00	284,000.00
			205,774.68	80.55		205,855.21	5,395.69	(5,395.69)	0.00	205,855.21
			86,338.35	269.66		86,608.01	2,571.46	(2,571.46)	0.00	86,608.01
			239,548.28	59,784.63		299,332.91	893.76	(1,126.34)	(4,151.27)	295,181.64
	TOTAL CITY OF CONCORD TRUST FUND #9435001194	8,721,983.06	2,326,891.41	229,627.28	2,209,892.31	9,068,709.41	219,897.95	(220,130.53)	(4,151.27)	9,064,558.14
CITY OF CONCORD FUND B - #3083001201										
50,000	Cash & Cash Equivalents	176,059.14	62,235.50			240,294.64	547.46	(1,107.28)	(37,402.13)	202,892.51
50,000	Apple	51,137.50				51,137.50	1,425.00	(1,425.00)	0.00	51,137.50
50,000	Bank of NY Mellon	0.00	49,875.00			49,875.00	659.93	(659.93)	0.00	49,875.00
50,000	BB&T Corporation	0.00	50,188.50			50,188.50	1,350.80	(1,350.80)	0.00	50,188.50
50,000	Berkshire Hathaway	0.00	75,724.50			75,724.50	1,500.00	(1,500.00)	0.00	75,724.50
50,000	Cargill Inc.	0.00	50,760.50			50,760.50	950.00	(950.00)	0.00	50,760.50
50,000	Federal Farm Credit Bank	0.00	50,048.30			50,048.30	1,015.00	(1,015.00)	0.00	50,048.30
50,000	Federal Farm Credit Bank	0.00	49,890.50			49,890.50	1,582.50	(1,582.50)	0.00	49,890.50
75,000	Federal Home Loan Bank	75,060.00				75,060.00	1,500.00	(1,500.00)	0.00	75,060.00
75,000	Mastcard	0.00	74,784.00			74,784.00	814.73	(814.73)	0.00	74,784.00
50,000	Shell International	50,289.50				50,289.50	1,125.00	(1,125.00)	0.00	50,289.50
50,000	US Treas Note	50,826.17				50,826.17	108.00	(108.00)	0.00	50,826.17
50,000	US Treas Note	52,250.00				52,250.00	325.00	(325.00)	0.00	52,250.00
50,000	Westpack Bldg	50,015.50				50,015.50	319.00	(319.00)	0.00	50,015.50
0	Abbott Laboratories	0.00		2,594.11	11,330.73	0.00	67.00	(67.00)	0.00	0.00
145	Accenture PLC Ireland	11,290.33				11,290.33	0.00	0.00	0.00	11,290.33
0	ACE Ltd	0.00				0.00	0.00	0.00	0.00	0.00
145	Align Technology Inc.	0.00	8,933.90			8,933.90	0.00	0.00	0.00	8,933.90
18	Alphabet Inc. Com Cl C	0.00	5,234.08			5,234.08	0.00	0.00	0.00	5,234.08
18	Alphabet Inc. NPV A	0.00	5,262.33			5,262.33	0.00	0.00	0.00	5,262.33
0	American Intl Group Inc.	0.00		703.00	15,190.83	0.00	233.20	(233.20)	0.00	0.00
95	Angen Inc.	6,792.90				6,792.90	340.10	(340.10)	0.00	6,792.90
105	Aon PLC Cl A	0.00	11,534.87			11,534.87	548.54	(548.54)	0.00	11,534.87
258	Apple Inc.	12,308.32				12,308.32	421.80	(421.80)	0.00	12,308.32
222	AT & T Inc.	7,762.92				7,762.92	101.00	(101.00)	0.00	7,762.92
110	Avery Dennison Corp	0.00	8,423.38			8,423.38	81.60	(81.60)	0.00	8,423.38
505	Bank of America Corporation	5,773.71				5,773.71	143.10	(143.10)	0.00	5,773.71
70	Bard CR Inc.	10,957.91				10,957.91	285.45	(285.45)	0.00	10,957.91
0	BB&T Corp	6,180.46				6,180.46	0.00	0.00	0.00	6,180.46
65	Berkshire Hathaway Inc. Del Cl B New	3,244.25				3,244.25	0.00	0.00	0.00	3,244.25
60	Boeing Co.	3,244.25				3,244.25	0.00	0.00	0.00	3,244.25
545	Boston Scientific Corp	9,950.17				9,950.17	54.60	(54.60)	0.00	9,950.17
0	Charles Schwab Corp New	9,984.30				0.00	128.40	(128.40)	0.00	0.00
0	Chewron Corp	4,797.13				0.00	134.00	(134.00)	0.00	0.00
100	Chubb Limited	0.00	10,103.76			10,103.76	6,752.63	(6,752.63)	0.00	10,103.76
150	Cintas Corporation	8,752.63				8,752.63	360.45	(360.45)	0.00	8,752.63
405	Cisco Systems	10,382.44				10,382.44	0.00	0.00	0.00	10,382.44
50,000	Cash & Cash Equivalents	176,059.14	62,235.50			240,294.64	547.46	(1,107.28)	(37,402.13)	202,892.51
50,000	Apple	51,137.50				51,137.50	1,425.00	(1,425.00)	0.00	51,137.50
50,000	Bank of NY Mellon	0.00	49,875.00			49,875.00	659.93	(659.93)	0.00	49,875.00
50,000	BB&T Corporation	0.00	50,188.50			50,188.50	1,350.80	(1,350.80)	0.00	50,188.50
50,000	Berkshire Hathaway	0.00	75,724.50			75,724.50	1,500.00	(1,500.00)	0.00	75,724.50
50,000	Cargill Inc.	0.00	50,760.50			50,760.50	950.00	(950.00)	0.00	50,760.50
50,000	Federal Farm Credit Bank	0.00	50,048.30			50,048.30	1,015.00	(1,015.00)	0.00	50,048.30
50,000	Federal Farm Credit Bank	0.00	49,890.50			49,890.50	1,582.50	(1,582.50)	0.00	49,890.50
75,000	Federal Home Loan Bank	75,060.00				75,060.00	1,500.00	(1,500.00)	0.00	75,060.00
75,000	Mastcard	0.00	74,784.00			74,784.00	814.73	(814.73)	0.00	74,784.00
50,000	Shell International	50,289.50				50,289.50	1,125.00	(1,125.00)	0.00	50,289.50
50,000	US Treas Note	50,826.17				50,826.17	108.00	(108.00)	0.00	50,826.17
50,000	US Treas Note	52,250.00				52,250.00	325.00	(325.00)	0.00	52,250.00
50,000	Westpack Bldg	50,015.50				50,015.50	319.00	(319.00)	0.00	50,015.50
0	Abbott Laboratories	0.00		2,594.11	11,330.73	0.00	67.00	(67.00)	0.00	0.00
145	Accenture PLC Ireland	11,290.33				11,290.33	0.00	0.00	0.00	11,290.33
0	ACE Ltd	0.00				0.00	0.00	0.00	0.00	0.00
145	Align Technology Inc.	0.00	8,933.90			8,933.90	0.00	0.00	0.00	8,933.90
18	Alphabet Inc. Com Cl C	0.00	5,234.08			5,234.08	0.00	0.00	0.00	5,234.08
18	Alphabet Inc. NPV A	0.00	5,262.33			5,262.33	0.00	0.00	0.00	5,262.33
0	American Intl Group Inc.	0.00		703.00	15,190.83	0.00	233.20	(233.20)	0.00	0.00
95	Angen Inc.	6,792.90				6,792.90	340.10	(340.10)	0.00	6,792.90
105	Aon PLC Cl A	0.00	11,534.87			11,534.87	548.54	(548.54)	0.00	11,534.87
258	Apple Inc.	12,308.32				12,308.32	421.80	(421.80)	0.00	12,308.32
222	AT & T Inc.	7,762.92				7,762.92	101.00	(101.00)	0.00	7,762.92
110	Avery Dennison Corp	0.00	8,423.38			8,423.38	81.60	(81.60)	0.00	8,423.38
505	Bank of America Corporation	5,773.71				5,773.71	143.10	(143.10)	0.00	5,773.71
70	Bard CR Inc.	10,957.91				10,957.91	285.45	(285.45)	0.00	10,957.91
0	BB&T Corp	6,180.46				6,180.46	0.00	0.00	0.00	6,180.46
65	Berkshire Hathaway Inc. Del Cl B New	3,244.25				3,244.25	0.00	0.00	0.00	3,244.25
60	Boeing Co.	3,244.25				3,244.25	0.00	0.00	0.00	3,244.25
545	Boston Scientific Corp	9,950.17				9,950.17	54.60	(54.60)	0.00	9,950.17
0	Charles Schwab Corp New	9,984.30				0.00	128.40	(128.40)	0.00	0.00
0	Chewron Corp	4,797.13				0.00	134.00	(134.00)	0.00	0.00
100	Chubb Limited	0.00	10,103.76			10,103.76	6,752.63	(6,752.63)	0.00	10,103.76
150	Cintas Corporation	8,752.63				8,752.63	360.45	(360.45)	0.00	8,752.63
405	Cisco Systems	10,382.44				10,382.44	0.00	0.00	0.00	10,382.44
Beginning of Year Fair Market Value		48,707.45				114,155.00				114,155.00
Unrealized Gain/Loss		12,075.84				(6,319.49)				(6,319.49)
End of Year Fair Market Value		87,110.40				107,835.51				107,835.51

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2016

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additional Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year				
225	Citigroup Inc.	12,581.58				12,581.58	0.00	45.00	(45.00)	12,581.58	12,429.00	(2,891.25)	9,537.75
65	Citigroup Inc.	0.00	9,988.17			9,988.17	0.00	196.35	(196.35)	9,988.17	0.00	2,394.98	11,763.15
175	Colgate-Palmolive Co.	8,799.15				8,799.15	0.00	267.75	(267.75)	8,799.15	11,446.75	1,367.25	12,810.00
230	Comcast Corp New Cl A	9,331.86	5,100.34			13,899.49	0.00	214.50	(214.50)	13,899.49	18,720.30	1,173.06	14,993.70
230	ConocoPhillips	7,992.26	3,787.32			13,119.18	0.00	297.00	(297.00)	13,119.18	19,217.50	(2,870.82)	10,028.00
145	CVS Health Corporation	11,781.33		2,512.53	4,405.43	16,099.36	0.00	294.50	(294.50)	16,099.36	9,827.20	(1,638.47)	13,862.30
180	Danaher Corp	12,168.49		(251.28)		11,781.33	0.00	101.70	(101.70)	11,781.33	15,406.20	2,773.80	16,180.00
0	Devita Healthcare Partners Inc.	0.00	6,638.45		11,915.21	11,915.21	0.00	103.50	(103.50)	11,915.21	14,304.60	(2,389.39)	0.00
75	Dominos Pizza Inc.	9,923.98				9,923.98	0.00	445.52	(445.52)	9,923.98	9,533.70	2,047.95	11,581.65
0	Ellie Lilly & Co.	0.00	12,642.25	(1,321.05)	11,321.20	10,982.54	0.00	151.50	(151.50)	10,982.54	0.00	(1,321.05)	0.00
100	Equifax Inc.	0.00	10,882.54			10,882.54	0.00	33.00	(33.00)	10,882.54	0.00	1,857.46	12,840.00
181	Exxon Mobil Corp	16,298.64				16,298.64	0.00	581.54	(581.54)	16,298.64	15,891.20	2,013.14	17,904.34
130	Facebook Inc.	0.00	13,137.43			13,137.43	0.00	0.00	0.00	13,137.43	0.00	1,718.97	14,856.40
125	Fiserv Inc.	8,570.12				8,570.12	0.00	311.30	(311.30)	8,570.12	10,353.75	3,237.50	13,591.25
110	General Dynamics	9,678.61				9,678.61	0.00	282.20	(282.20)	9,678.61	15,585.90	(269.50)	15,316.40
285	General Electric Co.	6,219.47				6,219.47	0.00	334.00	(334.00)	6,219.47	7,572.45	1,399.35	8,971.80
200	General Mills Inc.	7,685.32	2,801.88			10,487.20	0.00	56.40	(56.40)	10,487.20	8,358.00	3,104.12	14,264.00
120	Gilead Sciences Inc.	0.00	11,654.81			11,654.81	0.00	0.00	0.00	11,654.81	0.00	(1,844.41)	10,010.40
0	Google Inc. Cl A	5,262.33	(5,262.33)			0.00	0.00	0.00	0.00	0.00	9,720.72	(4,458.39)	0.00
0	Google Inc. Cl C	5,234.66	(5,234.66)			0.00	0.00	0.00	0.00	0.00	9,369.18	(4,135.10)	0.00
170	Hain Celestial Group Inc.	0.00	8,290.82			8,290.82	0.00	32.00	(32.00)	8,290.82	0.00	166.63	8,457.50
0	Hanesbrands Inc.	2,693.86		7,020.73	9,714.61	12,404.61	0.00	210.00	(210.00)	12,404.61	10,862.40	(947.79)	0.00
105	Harris Corporation	8,296.36				8,296.36	0.00	106.95	(106.95)	8,296.36	6,075.55	685.65	8,761.20
135	HCA Holdings Inc.	0.00	10,944.46			10,944.46	0.00	126.90	(126.90)	10,944.46	0.00	(548.11)	10,396.35
85	Home Depot Inc.	0.00	12,390.91			12,390.91	0.00	142.80	(142.80)	12,390.91	0.00	(280.39)	12,110.55
80	Honeywell Intl Inc.	0.00	8,697.26			8,697.26	0.00	49.50	(49.50)	8,697.26	0.00	1,075.11	9,772.36
90	Illinois Tool Works	0.00	8,697.26			8,697.26	0.00	408.50	(408.50)	8,697.26	15,593.80	2,775.78	17,588.50
145	Johnson & Johnson	12,177.43		677.91	4,170.77	12,855.14	0.00	422.40	(422.40)	12,855.14	16,262.40	(1,348.60)	14,913.80
240	JPMorgan Chase & Co.	12,177.43				12,177.43	0.00	284.60	(284.60)	12,177.43	6,358.20	3,004.08	14,435.40
105	Kimberly Clark	6,378.00	4,673.12	(1,550.84)	6,377.58	11,052.12	0.00	30.00	(30.00)	11,052.12	7,729.50	(1,351.92)	0.00
0	Legg Mason Inc.	7,928.42				7,928.42	0.00	72.45	(72.45)	7,928.42	14,742.00	3,057.60	17,799.60
280	Marsh & McLennan Companies	11,400.16				11,400.16	0.00	0.00	0.00	11,400.16	0.00	0.00	0.00
0	McGraw-Hill Financial, Inc.	0.00	0.00			0.00	0.00	80.76	(80.76)	0.00	11,728.60	(1,928.95)	0.00
1,384	Microsoft Corp	11,122.06		(1,322.41)	9,799.65	9,799.65	0.00	611.60	(611.60)	9,799.65	19,428.00	3,087.39	17,908.50
80	Monster Beverage Corp New	14,004.77		1,719.28	4,583.89	15,724.06	0.00	0.00	0.00	15,724.06	14,742.20	1,940.73	9,842.60
110	Nextera Energy Inc. Com	6,575.25		3,120.89	6,740.33	9,696.14	0.00	360.80	(360.80)	9,696.14	10,783.30	3,960.70	14,344.00
220	Nike, Inc. Class B	15,227.05		3,338.49	9,511.82	18,075.36	0.00	198.40	(198.40)	18,075.36	19,863.70	1,671.92	21,444.00
0	Noble Corp Plc	0.00	4,811.94	(1,377.51)	3,434.43	2,056.92	0.00	64.60	(64.60)	2,056.92	0.00	(1,377.81)	0.00
0	Nvidia Corp	12,543.43		5,586.64	16,130.07	18,116.11	0.00	128.57	(128.57)	18,116.11	12,168.55	5,963.52	0.00
54	O'Reilly Automotive Inc. New	8,159.89	4,050.40	(2,550.47)	6,952.58	10,659.90	0.00	71.25	(71.25)	10,659.90	9,361.28	2,227.74	14,639.40
0	Occidental Petroleum Corp	9,503.05				9,503.05	0.00	368.11	(368.11)	9,503.05	12,600.00	(433.57)	0.00
135	PepsiCo Inc.	9,977.89				9,977.89	0.00	334.40	(334.40)	9,977.89	12,600.00	1,701.00	14,301.90
310	Pfizer Inc	7,962.54				7,962.54	0.00	295.80	(295.80)	7,962.54	7,378.60	643.86	10,915.10
145	PNC Financial Services Group	4,018.46	2,894.64			6,913.10	0.00	0.00	0.00	6,913.10	13,669.25	(2,067.70)	11,801.55
105	Principal Financial Group Inc.	9,528.08				9,528.08	0.00	135.30	(135.30)	9,528.08	14,778.00	(619.82)	0.00
0	Rockwell Collins Inc.	0.00	8,532.59			8,532.59	0.00	37.80	(37.80)	8,532.59	13,501.40	2,223.98	11,482.00
105	S&P Global Inc. Com	12,031.34		2,124.74	14,156.08	14,156.08	0.00	173.25	(173.25)	14,156.08	11,252.50	(698.16)	0.00
0	Schleier Henry Ltd	0.00	9,976.75			9,976.75	0.00	304.80	(304.80)	9,976.75	13,392.60	2,896.40	16,289.00
260	TE Connectivity Ltd	11,309.28		662.03	4,233.38	11,971.66	0.00	39.00	(39.00)	11,971.66	13,360.00	1,170.00	9,604.00
65	Thermo Fisher Scientific Inc.	12,715.97		2,590.62	10,554.32	15,306.29	0.00	200.25	(200.25)	15,306.29	17,919.05	(2,893.99)	10,683.30
145	Time Warner Inc.	3,975.20				3,975.20	0.00	0.00	0.00	3,975.20	14,888.25	2,343.36	13,515.25
175	UJX Companies New	12,551.89		685.08	4,381.76	13,233.65	0.00	223.13	(223.13)	13,233.65	10,316.49	(1,067.47)	0.00
0	United Technologies Corp	1,958.80	3,716.36	1,958.80	6,675.16	12,226.28	0.00	0.00	0.00	12,226.28	12,810.00	2,016.00	14,826.00
105	UnitedHealth Group Inc.	6,675.16		2,573.86	9,249.02	9,249.02	0.00	0.00	0.00	9,249.02	0.00	0.00	0.00

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2016

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year				
150	Valero Energy Corp New	9,859.99	2,958.85	(233.36)	3,822.12	8,943.38	0.00	451.50	(451.50)	8,943.38	10,642.00	(2,328.75)	7,650.00
255	Verizon Communications	6,933.77	4,069.65			10,973.42	0.00	392.89	(392.89)	10,973.42	8,156.75	1,992.80	14,239.20
300	Vista Inc	6,800.13				6,600.13	0.00	162.00	(162.00)	6,600.13	20,145.00	(2,106.00)	22,251.00
230	Wells Fargo & Co. New	9,880.67	6,047.34	2,659.68		6,493.01	0.00	526.75	(526.75)	6,493.01	19,684.00	(2,750.76)	10,885.90
160	Wynndham Worldwide Corp	10,070.78				10,070.78	0.00	294.40	(294.40)	10,070.78	13,105.60	(1,708.80)	11,396.80
1,400	iShares NASDAQ Biotechnology ETF	86,843.28				86,843.28	0.00	3,912.25	(3,912.25)	86,843.28	88,886.00	(10,738.00)	78,148.00
650	iShares S&P 500 Growth Index Fd	3,852.79		4,551.11	8,403.90	0.00	0.00	5.61	(5.61)	0.00	11,069.10	(2,665.20)	0.00
45	iShares US Oil Fund & S&P ETF	45,167.85				45,167.85	0.00	1,222.81	(1,222.81)	45,167.85	74,009.00	1,768.00	75,777.00
0	iShares US Real Estate Etf	12,600.47		4,703.12	7,897.35	0.00	0.00	42.51	(42.51)	0.00	10,082.10	(2,184.75)	0.00
357	Selected Sector SPDR Metals	12,285.96		1,636.43	13,932.41	0.00	0.00	325.23	(325.23)	0.00	14,260.00	(327.59)	0.00
240	SPDR S&P 500 ETF	17,494.36		730.71	4,253.06	13,972.01	0.00	270.88	(270.88)	13,972.01	21,630.33	(833.89)	16,377.80
550	SPDR S&P MidCap 400 EFT TR	77,946.25		14,920.61		13,972.01	0.00	425.32	(425.32)	0.00	113,217.50	1,993.75	115,211.25
475	SPDR S&P MicroCap 400 EFT TR	69,997.55		77,946.25		69,997.55	0.00	2,378.56	(2,378.56)	0.00	128,770.00	(480.75)	129,309.25
7,845.13	Vanguard Admiral Global Fund #528	83,634.30				83,634.30	0.00	2,097.39	(2,097.39)	0.00	83,707.53	1,435.86	85,143.39
12,063.87	Vanguard Internl Term Bd Inv Adm #5314	116,280.41		401.95		132,892.36	0.00	3,402.68	(3,402.68)	0.00	122,822.12	6,470.71	134,292.83
10,748.93	Vanguard ST InvestmentGR Adm #538	115,242.37		21.49		115,263.86	0.00	2,438.10	(2,438.10)	0.00	114,561.82	1,204.06	115,765.88
	TOTAL CITY OF CONCORD FUND B	2,073,084.77	367,872.42	42,302.44	280,348.96	2,223,009.67	(39,056.87)	48,355.47	(48,700.73)	2,185,007.54	2,364,652.96	59,147.73	2,553,277.89
	CITY OF CONCORD FUND A - #3055061210												
	Cash & Cash Equivalents	36,140.70	140,061.85			176,202.55	2,239.94	136.12	(1,357.49)	179,850.10	36,400.64	0.00	179,850.10
50,000	Bankshire Hathway	50,805.00				50,805.00	0.00	1,000.00	(1,000.00)	50,805.00	50,716.50	388.00	51,104.50
50,000	Citigroup Inc.	50,760.50				50,760.50	0.00	950.00	(950.00)	50,760.50	50,572.00	(241.00)	50,331.00
50,000	Cisco Systems	50,390.50				50,390.50	0.00	1,062.50	(1,062.50)	50,390.50	50,245.50	1,005.50	51,353.00
75,000	Coca Cola	74,385.75				74,385.75	0.00	1,837.50	(1,837.50)	74,385.75	76,113.25	2,114.25	78,222.50
75,000	Exxon Mobil Corp	74,985.00				74,985.00	0.00	1,797.76	(1,797.76)	74,985.00	73,575.75	3,444.25	78,920.00
50,000	F2CB	74,302.50				74,302.50	0.00	1,522.50	(1,522.50)	74,302.50	73,853.75	3,689.25	77,994.00
50,000	Federal Home Loan Bank	50,041.00				50,041.00	0.00	625.00	(625.00)	50,041.00	50,438.60	21.50	50,459.50
75,000	Federal Home Loan Bank	75,481.20				75,481.20	0.00	1,218.76	(1,218.76)	75,481.20	76,373.50	1,323.75	77,805.25
50,000	Federal Home Loan Bank	50,060.00				50,060.00	0.00	1,582.50	(1,582.50)	50,060.00	50,659.50	334.00	51,193.50
75,000	Federal Home Loan Bank	50,143.60				50,143.60	0.00	875.00	(875.00)	50,143.60	50,659.50	594.00	51,253.50
75,000	Federal Home Ln Mfg	75,518.25				75,518.25	0.00	40.11	(40.11)	75,518.25	75,346.50	2,339.25	77,857.75
50,000	FINMA	75,690.00				75,690.00	0.00	1,500.00	(1,500.00)	75,690.00	75,346.50	2,339.25	77,857.75
75,000	Mestercard	74,784.00				74,784.00	0.00	385.00	(385.00)	74,784.00	75,250.50	1,656.75	76,907.25
50,000	Oracle Corp	50,472.00				50,472.00	0.00	1,107.50	(1,107.50)	50,472.00	50,743.00	735.50	51,478.50
75,000	Oracle Corp	77,142.75				77,142.75	0.00	2,100.00	(2,100.00)	77,142.75	75,813.50	2,808.00	78,921.50
50,000	Papaco	49,825.00				49,825.00	0.00	414.93	(414.93)	49,825.00	0.00	442.50	50,267.50
50,000	Shell International	50,289.50				50,289.50	0.00	1,005.83	(1,005.83)	50,289.50	50,526.50	324.00	50,850.50
75,000	Total Capital	74,944.50				74,944.50	0.00	2,062.50	(2,062.50)	74,944.50	75,654.75	2,309.25	77,964.00
75,000	US Treas Note	75,292.97				75,292.97	0.00	937.50	(937.50)	75,292.97	75,258.00	782.25	76,040.25
75,000	US Treas Note	74,639.65				74,639.65	0.00	1,031.26	(1,031.26)	74,639.65	74,109.75	2,267.25	76,377.00
50,000	Westpack Btg	50,015.50				50,015.50	0.00	525.00	(525.00)	50,015.50	50,172.50	975.48	51,048.00
0	Abbott Laboratories	5,057.19		1,044.08	4,944.15	0.00	0.00	42.00	(42.00)	0.00	5,844.20	(121.50)	5,722.70
55	Accenture PLC Ireland	5,057.19		200.75	978.78	0.00	0.00	121.00	(121.00)	0.00	6,290.70	919.03	6,230.95
0	ACE Ltd	0.00				0.00	0.00	28.80	(28.80)	0.00	0.00	0.00	0.00
45	Align Technology Inc	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5	Alphabet Inc. Com Cl C	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5	Alphabet Inc. NPV A	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	American Intl Group Inc.	6,280.47		311.05	6,591.52	1,430.42	0.00	83.20	(83.20)	0.00	7,108.30	(517.76)	3,003.75
35	Angen Inc.	3,609.01		1,447.93	3,051.94	2,005.00	0.00	105.30	(105.30)	0.00	6,908.40	(52.71)	3,803.75
30	Aon PLC Cl A	0.00				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
72	Apple Inc.	6,520.42		1,576.77	3,404.93	4,692.26	0.00	179.61	(179.61)	0.00	13,420.48	(2,654.35)	3,276.90
77	AT & T Inc.	3,693.85		(108.35)	977.08	2,607.42	0.00	150.90	(150.90)	0.00	3,623.04	465.16	3,111.12
35	Avery Dennison Corp	0.00				0.00	0.00	0.00	0.00	0.00	0.00	(63.91)	2,816.25

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2016

# Shares or Units	HOW INVESTED (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL					INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	Principal & Income					
155	Bank of America Corporation	2,452.42				1,788.02	34.00	(34.00)	0.00	1,788.02	3,659.30	(675.45)	3,659.30		2,056.85
15	Barr CR Inc.	4,187.01			926.99	1,794.43	19.20	(19.20)	0.00	1,794.43	5,974.50	1,479.82	5,974.50		3,527.40
0	BBAT Corp.	2,843.28			3,928.92	0.00	51.30	(51.30)	0.00	0.00	4,434.10	(384.64)	4,434.10		0.00
20	Bentshire Highway Inc. Del Cl B New	0.00	2,637.31		4,049.46	2,637.31	0.00	0.00	0.00	2,637.31	0.00	256.49	0.00		2,895.80
20	Boring Company	1,675.57	1,446.98		1,758.37	2,637.31	114.55	(114.55)	0.00	1,758.60	3,468.00	(559.21)	3,468.00		2,597.40
170	Boston Scientific Corp	4,600.65			2,483.76	2,482.89	0.00	0.00	0.00	2,482.89	5,575.50	891.16	5,575.50		3,972.90
0	Charles Schwab Corp New	4,182.05			1,381.82	0.00	23.10	(23.10)	0.00	0.00	5,387.25	(1,005.43)	5,387.25		0.00
0	Chubb Limited	2,452.87			2,168.63	0.00	42.80	(42.80)	0.00	0.00	2,411.75	(245.12)	2,411.75		0.00
40	Cintas Corporation	0.00	4,041.50			4,041.50	0.00	0.00	0.00	4,041.50	0.00	1,186.90	0.00		5,228.40
55	Cisco Systems	2,907.74			860.78	2,460.39	57.75	(57.75)	0.00	2,460.39	5,488.35	759.58	5,488.35		5,397.15
120	Cisco Systems	4,347.98			1,272.46	3,069.16	117.30	(117.30)	0.00	3,069.16	4,668.20	47.08	4,668.20		3,442.80
65	Clorox Inc.	5,309.66			1,511.07	3,632.92	14.50	(14.50)	0.00	3,632.92	5,247.80	(981.36)	5,247.80		2,755.35
35	Clorox Co.	0.00	3,857.48		2,988.47	3,857.48	91.75	(91.75)	0.00	3,857.48	0.00	986.17	0.00		4,843.65
40	Colgate-Palmolive Co.	4,075.18			1,263.77	5,741.17	88.63	(88.63)	0.00	5,741.17	4,905.75	384.02	4,905.75		4,026.00
95	Comcast Corp New Cl A	3,641.03	2,100.14		491.59	4,058.65	116.30	(116.30)	0.00	4,058.65	3,991.65	(1,158.19)	3,991.65		6,193.05
70	ConocoPhillips	3,957.32	710.12		3,469.94	2,134.89	0.00	0.00	0.00	2,134.89	8,390.40	(912.46)	8,390.40		4,308.30
45	CVS Health Corporation	3,957.32			4,440.46	3,556.56	33.79	(33.79)	0.00	3,556.56	6,419.25	869.51	6,419.25		5,555.00
55	Danaher Corp	4,440.46			5,500.45	0.00	0.00	0.00	0.00	0.00	6,357.60	(857.15)	6,357.60		0.00
0	David Health Partners Inc.	5,429.64				3,455.38	41.40	(41.40)	0.00	3,455.38	0.00	486.02	0.00		3,941.40
30	Dominos Pizza Inc.	4,043.39			1,384.57	2,573.06	132.02	(132.02)	0.00	2,573.06	3,884.10	513.12	3,884.10		3,002.65
0	Ell Lilly & Co.	0.00	3,815.62		3,398.37	0.00	45.45	(45.45)	0.00	0.00	0.00	(419.25)	0.00		0.00
30	Equifax Inc.	7,460.06			1,459.77	5,725.16	9.90	(9.90)	0.00	5,725.16	7,155.20	491.41	7,155.20		6,166.84
66	Exxon Mobil Corp	0.00	3,462.00			3,462.00	206.64	(206.64)	0.00	3,462.00	0.00	557.24	0.00		3,852.00
35	Facebook	3,426.05			1,735.56	2,056.83	0.00	0.00	0.00	2,056.83	4,141.50	855.96	4,141.50		3,261.90
0	Fiserv Inc.	3,891.90			2,785.74	2,201.05	84.55	(84.55)	0.00	2,201.05	6,376.05	(99.31)	6,376.05		3,481.00
45	General Dynamics	2,804.46			1,034.69	2,103.34	96.60	(96.60)	0.00	2,103.34	3,168.40	392.38	3,168.40		2,833.20
80	General Electric Co.	3,321.64			748.18	4,442.39	142.50	(142.50)	0.00	4,442.39	3,821.00	1,319.65	3,821.00		6,062.20
40	Gilead Sciences Inc.	0.00	1,120.75			1,120.75	18.80	(18.80)	0.00	1,120.75	0.00	(548.14)	0.00		3,336.80
0	Google Inc. Cl A	1,430.42				0.00	0.00	0.00	0.00	0.00	2,700.20	(1,268.70)	2,700.20		0.00
(0)	Google Inc. Cl C	1,422.86				0.00	0.00	0.00	0.00	0.00	2,602.55	(1,180.22)	2,602.55		0.00
55	Hall Celestial Group Inc.	0.00	2,662.33			2,662.33	0.00	0.00	0.00	2,662.33	0.00	53.92	0.00		2,736.25
0	Hanesbrands Inc.	1,216.16			4,098.35	0.00	13.50	(13.50)	0.00	0.00	4,498.20	(399.85)	4,498.20		0.00
25	Harris Corporation	3,555.58			1,476.17	1,975.32	60.00	(60.00)	0.00	1,975.32	3,460.95	101.22	3,460.95		2,066.00
40	HCA Holdings Inc.	0.00	3,242.80			3,242.80	0.00	0.00	0.00	3,242.80	0.00	(162.40)	0.00		3,060.40
30	Hormel Foods Inc.	0.00	3,914.24			3,914.24	34.50	(34.50)	0.00	3,914.24	0.00	(162.40)	0.00		3,850.70
25	Honeywell Inc.	0.00	2,572.03			2,572.03	44.64	(44.64)	0.00	2,572.03	0.00	305.97	0.00		2,908.00
30	Illinois Tool Works	0.00	2,899.09			2,899.09	16.50	(16.50)	0.00	2,899.09	0.00	255.71	0.00		3,124.80
45	Johnson & Johnson	5,676.96			3,180.20	4,009.57	140.25	(140.25)	0.00	4,009.57	6,724.74	704.00	6,724.74		5,458.50
74	Johnson & Johnson	5,253.08			1,830.86	3,737.77	143.44	(143.44)	0.00	3,737.77	7,047.44	(617.82)	7,047.44		4,598.36
45	Kimberly Clark	2,857.91				4,734.85	125.00	(125.00)	0.00	4,734.85	3,449.35	1,460.41	3,449.35		6,166.80
0	Kimberly Clark	3,435.65				0.00	13.00	(13.00)	0.00	0.00	3,449.35	(985.83)	3,449.35		0.00
80	Legg Mason Inc.	4,790.52			2,763.62	3,484.01	108.50	(108.50)	0.00	3,484.01	6,237.00	839.37	6,237.00		5,476.80
0	Marsh & McLennan Companies	0.00	0.00			0.00	20.70	(20.70)	0.00	0.00	0.00	0.00	0.00		0.00
0	McGraw-Hill Financial, Inc.	4,705.31			4,144.20	0.00	39.19	(39.19)	0.00	0.00	4,862.10	(171.90)	4,862.10		0.00
108	Microsoft Corp	5,640.21			3,628.80	3,355.01	186.52	(186.52)	0.00	3,355.01	8,300.20	855.96	8,300.20		5,526.36
15	Monster Beverage Corp New	3,253.62			1,875.12	4,040.24	0.00	0.00	0.00	4,040.24	6,030.80	423.95	6,030.80		2,410.65
30	Northern Energy Inc. Com	3,232.25			672.86	1,939.35	73.80	(73.80)	0.00	1,939.35	4,801.50	976.26	4,801.50		3,912.00
70	Nike, Inc. Class B	6,639.42			1,748.63	2,904.75	113.60	(113.60)	0.00	2,904.75	8,641.80	705.70	8,641.80		3,864.00
0	Noble Corp Plc	0.00	1,519.56			1,519.56	20.40	(20.40)	0.00	1,519.56	0.00	(435.09)	0.00		0.00
0	Nvidia Corp	5,289.89			1,879.56	7,169.45	46.14	(46.14)	0.00	7,169.45	5,128.05	2,038.40	5,128.05		0.00
13	O'Reilly Automotive Inc. New	3,528.60			2,490.65	2,937.10	30.00	(30.00)	0.00	2,937.10	3,615.68	731.46	3,615.68		3,524.30
0	Occidental Petroleum Corp	4,001.29			2,927.40	0.00	0.00	0.00	0.00	0.00	3,110.80	(183.40)	3,110.80		0.00
42	PepsiCo Inc.	4,625.61			9,945.00	3,868.28	134.19	(134.19)	0.00	3,868.28	5,767.08	417.59	5,767.08		4,449.48
100	Pfizer Inc.	1,940.33			233.79	664.98	113.20	(113.20)	0.00	664.98	2,474.02	203.40	2,474.02		3,521.00
55	PNC Financial Services Group	4,231.42			878.58	3,580.44	117.30	(117.30)	0.00	3,580.44	6,217.25	(862.22)	6,217.25		4,476.45

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2016

HOW INVESTED										PRINCIPAL			INCOME			TOTAL	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)					Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Principal & Income					
60	Principal Fint Group Inc.					0.00	2,625.41	873.03	6,137.98	2,625.41	0.00	0.00	0.00	0.00	2,625.41	0.00	(158.81)	2,466.60		
0	Rockwell Collins Inc.					5,264.95				0.00	0.00	49.50	(49.50)	0.00	0.00	0.00	6,464.50	(326.52)	6,137.98	
30	SAP Global Inc. Com					0.00	2,850.50			2,850.50	0.00	10.80	(10.80)	0.00	0.00	2,850.50	5,684.80	301.74	3,536.00	
20	Schein Henry Inc.					4,765.74		367.87	2,750.54	2,382.87	0.00	0.00	0.00	0.00	0.00	2,382.87	5,684.80	607.30	3,536.00	
0	TE Connectivity Ltd					3,411.64		1,132.80	4,544.44	2,382.87	0.00	61.05	(61.05)	0.00	0.00	0.00	4,822.50	(278.06)	4,544.44	
80	Texas Instruments					5,379.74		(21.83)	1,445.37	3,912.54	0.00	128.60	(128.60)	0.00	0.00	3,912.54	5,666.10	791.27	5,012.00	
20	Thermo Fisher Scientific Inc.					1,994.71		600.77	1,265.67	3,912.54	0.00	15.00	(15.00)	0.00	0.00	3,912.54	3,892.80	328.07	2,955.20	
45	Time Warner Inc.					5,514.85		448.94	3,208.37	2,751.42	0.00	102.29	(102.29)	0.00	0.00	2,751.42	7,866.80	(1,351.23)	3,309.30	
55	TJX Companies New					3,239.58		1,293.63	2,553.47	1,919.74	0.00	66.50	(66.50)	0.00	0.00	1,919.74	5,955.30	845.82	4,247.65	
0	United Technologies Corp					3,553.56		921.78	4,475.34	0.00	0.00	15.63	(15.63)	0.00	0.00	0.00	4,981.85	(516.51)	4,465.34	
25	UnitedHealth Group Inc.					5,230.97		128.88	2,433.75	2,964.65	0.00	47.50	(47.50)	0.00	0.00	2,964.65	5,490.00	493.75	5,300.00	
45	Valero Energy Corp New					4,058.53		(178.19)	2,507.60	2,880.34	0.00	188.00	(188.00)	0.00	0.00	2,880.34	4,382.00	(894.44)	2,295.00	
80	Verizon Communications					2,633.16		43.89	448.79	3,081.95	0.00	128.88	(128.88)	0.00	0.00	3,081.95	3,029.65	908.33	4,467.20	
70	Visa Inc.					1,760.03		984.86	1,404.97	1,320.02	0.00	34.80	(34.80)	0.00	0.00	1,320.02	5,372.00	(1,102.84)	3,313.10	
60	Wyndham Worldwide Corp					4,434.44		1,850.87	4,301.26	2,182.85	0.00	176.79	(176.79)	0.00	0.00	2,182.85	8,717.20	(992.62)	4,273.80	
700	iShares TR MSCI EAFE Index					47,382.23		(140.12)	4,501.39	42,750.72	0.00	114.60	(114.60)	0.00	0.00	42,750.72	49,268.24	(5,692.85)	39,074.00	
0	iShares TR NASDAQ Bio Indx					1,928.38		2,275.57	4,201.96	0.00	0.00	2.81	(2.81)	0.00	0.00	0.00	5,534.55	(1,332.59)	4,201.96	
0	iShares US Oil Equip & Svcs ETF					5,969.88		(1,940.66)	3,428.23	0.00	0.00	14.17	(14.17)	0.00	0.00	0.00	9,436.05	(937.89)	5,087.40	
110	Select Sector SPDR Malls					7,910.27		252.70	3,700.76	4,462.21	0.00	142.73	(142.73)	0.00	0.00	4,462.21	9,436.05	(937.89)	5,087.40	
75	Select Sector SPDR Energy					0.00	4,863.36			4,863.36	0.00	66.54	(66.54)	0.00	0.00	0.00	4,863.36	0.00	4,863.36	
175	SPDR S&P 500 EFT Trust					32,469.48				32,469.48	0.00	756.81	(756.81)	0.00	0.00	32,469.48	36,023.75	834.38	36,858.13	
150	SPDR S&P Midcap 400 EFT TR					31,451.86		5,038.61	12,907.27	23,811.40	0.00	637.83	(637.83)	0.00	0.00	23,811.40	54,640.00	(898.23)	40,834.50	
21,304,288	Vanguard Admiral GNMA Fund #536					91,032.55		28.11	0.00	91,058.66	0.00	2,326.45	(2,326.45)	0.00	0.00	91,058.66	92,848.86	1,592.66	94,441.52	
7,304,148	Vanguard Intern-Tm Bd Indx Adm #5314					120,388.28		1,914.51	50,175.13	81,128.66	0.00	2,644.87	(2,644.87)	0.00	0.00	81,128.66	123,491.50	4,458.92	86,773.29	
3,730,353	Vanguard SIF Investment-GR Adm #539					40,018.48		7.48	0.00	40,025.94	0.00	852.13	(852.13)	0.00	0.00	40,025.94	39,758.04	417.86	40,175.90	
TOTAL CITY OF CONCORD FUND A						1,891,317.07	487,438.76	37,273.06	245,562.40	2,170,464.49	2,259.94	40,068.86	(38,576.27)	3,783.55	2,174,218.04	2,259.94	2,613,703.54	37,187.49	2,294,239.00	
LANDFILL CLOSURE (Capital Reserve) #469										(2,114.85)	11,802.99	35.59		11,838.58		9,688.14	0.00	9,723.73		
Cash & Cash Equivalents										(2,114.85)	11,802.99	35.59		11,838.58		9,688.14	0.00	9,723.73		
TOTAL LANDFILL CLOSURE										(2,114.85)	11,802.99	35.59		11,838.58		9,688.14	0.00	9,723.73		
SELF INSURANCE (Capital Reserve) #468										(2,114.85)	11,802.99	35.59		11,838.58		9,688.14	0.00	9,723.73		
Cash & Cash Equivalents						650,252.32	(1,523.21)			648,729.11	189,383.48	3,004.92		172,388.38		819,635.78	(0.00)	821,117.49		
TOTAL SELF-INSURANCE						650,252.32	(1,523.21)			648,729.11	189,383.48	3,004.92		172,388.38		819,635.78	(0.00)	821,117.49		
CAPITAL RESERVE FUNDS																				
Dunhill Block 8470						131,336.33				9,092.33	49,609.67	291.21		49,900.88		58,993.21	0.00	58,993.21		
Highway 8471						826,756.28				1,088,822.00	20,579.45	3,888.96	(173,553.74)	80,724.69	1,169,546.69	1,077,335.71	1,169,546.69	0.00	1,169,546.69	
Economic Development 8472						39,141.54				45,000.00	53,700.53	225.51	(35,858.46)	18,067.58	63,067.58	92,842.07	63,067.58	(0.00)	63,067.58	
Revaluation						0.00				0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
53rd Week						0.00				0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
Cash and Cash Equivalents						348,708.28				183,708.28	17,174.46	739.35		17,913.81		385,882.74	0.00	385,882.74		
Equipment 8473						360,635.85				110,635.85	42,868.33	718.39		43,589.72		211,622.09	0.00	211,622.09		
Mountain Green 8474						47,453.72				149,453.72	6,180.30	371.62		6,551.92		156,005.64	0.00	156,005.64		
Fire Apparatus Replacement						0.00				0.00	11,090.80	40.73		11,131.53		11,131.53	0.00	11,131.53		
Downtown Economic Dev. 84						0.00				0.00	0.00	0.00		0.00	(0.00)	0.00	0.00	(0.00)	0.00	
SVMS Project 8477						22,425.16				8,333.52	50.68	32.73		83.41		22,475.84	0.00	22,475.84	0.00	22,475.84
Education & Training 8478						48,539.22				48,539.22	305.47	179.37		484.94		48,841.69	0.00	48,841.69	0.00	48,841.69
Building Improvements 8479						20,000.00				20,000.00	118.65	73.91		192.56		20,192.56	0.00	20,192.56	0.00	20,192.56
Parks and Grounds 8480						100,000.01				100,000.01	406.35	368.76		775.11		100,775.12	0.00	100,775.12	0.00	100,775.12
Water Fund Fuel Reserve 8481						77,176.45				98,904.64	232.88	355.53		588.41		97,493.05	0.00	97,493.05	0.00	97,493.05
Water Investment Fee 8482						113,875.44				165,702.79	321.77	608.55		928.32		166,631.11	0.00	166,631.11	0.00	166,631.11
Wastewater Investment Fee 1						0.00				0.00	126.85	0.50		127.35		127.35	0.00	127.35	0.00	127.35
ERIP 8484																				
TOTAL CAPITAL RESERVE FUND						1,944,993.39	(69,855.90)	0.00	0.00	2,036,189.38	432,084.68	7,703.14	(209,412.20)	231,057.13	2,267,246.51	2,267,246.51	2,267,246.51	0.00	2,267,246.51	
TOTAL CAPITAL RESERVE FUNDS						2,693,130.86	(101,379.11)	0.00	0.00	2,691,751.75	613,271.14	10,743.85	(209,412.20)	415,284.09	3,098,087.73	3,098,087.73	3,098,087.73	0.00	3,098,087.73	
TOTAL ALL FUNDS						15,279,515.76	3,081,021.48	309,202.75	2,715,604.67	16,144,987.21	572,555.82	319,066.95	(514,819.73)	377,484.24	16,522,471.45	16,522,471.45	16,522,471.45	361,886.57	19,476,985.71	

ORDINANCES

Ordinances passed in FY2016:

Amended the Code of Ordinances, Title III, Building and Housing Codes; Chapter 26, Building Regulations; Article 26-16, Fire Prevention Code and Article 26-18, Life Safety Code.

Amended the Code of Ordinances, Title III, Building and Housing Codes; Chapter 26, Building Regulations; Article 26-7, Fire Limits.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, by restricting parking on the north side of Chapel Street from North Main Street to North State Street and restricting parking on the south side of Chapel Street from North State Street to North Main Street as signed.

Amended the Personnel Class Specification Index by adding Arena Supervisor and Victim/Witness Advocate.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, Article 1-6, Code of Ethics.

Amended the Personnel Class Specification Index by adding Head Golf Professional.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, by restricting parking on the south side of School Street from Huntington Street to Tahanto Street.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, by restricting parking on the west side of Village Street, parallel, from 20 feet north of Coral Street to 240 feet north of Coral Street (two hours between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday).

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-4, Development Design Standards and Article 28-5, Supplemental Standards.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 29.2, Public Capital Facilities Impact Fee Ordinance.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines and Penalties.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-9, Administration and Enforcement.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties; Water Use Rates.

Amended the Code of Ordinances, Title I, General Code; Chapter 5, Public Works, Article 5-7, Solid Waste.

Amended the Code of Ordinances, Title I, General Code; Chapter 5, Public Works, Article 5-8, Solid Waste Flow Control.

Government

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4,071 Votes Mayor-Aldermen 1,335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2,974 Votes Mayor-Aldermen 2,979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3,449 Votes Mayor-Aldermen 2,737 Votes

New Hampshire State Library



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Oxford

